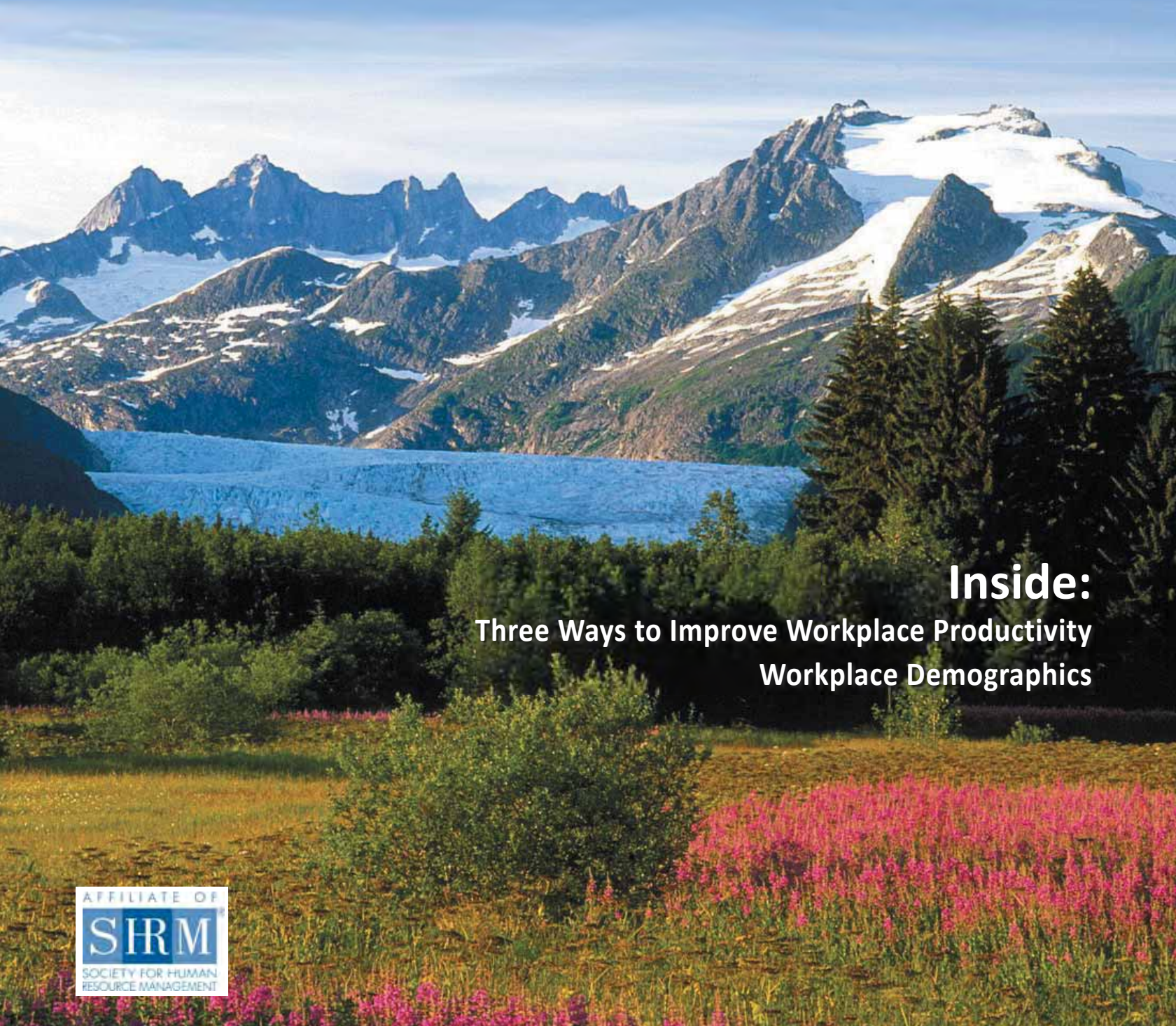


Council Prospector

ISSUE 4 | 2012

Nuggets From Alaska SHRM



Inside:
Three Ways to Improve Workplace Productivity
Workplace Demographics



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The Anchorage Chapter of SHRM (ASHRM) was awarded the 2012 Randy Lundberg award at the 74th annual NHRMA Conference held in Anchorage, Alaska in October.

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

Thanks for Making Us Shine!

Our most sincere appreciation goes out to all of you Alaskans for the hospitality you extended to our colleagues from Washington and Oregon this past October during the Northwest Human Resource Management Association's (NHRMA) 74th Annual Conference and Tradeshow. The results were outstanding. We had almost 300 paid attendees, over 50 exhibitors and sponsors and up to 11.5 HRCI credits towards recertification – plus amazing session and keynote speakers!



This year we decided to forgo the Alaska State Conference since we were going to have a much bigger conference in town. We will announce the dates for the 2014 Alaska State Conference by the next edition of the *Council Prospector*.

What else are we doing? We are part of the Advisory Team of the Healthy Alaskans 2020 Initiative. This is a joint effort between the State of Alaska Department of Health and Social Services and the Alaska Native Tribal Health Consortium, to set health goals for Alaska that contribute to the vision of Healthy Alaskans in healthy communities. The collaborative nature of this initiative will allow individuals in communities from all over our state to contribute information and ideas in every step of the process. In our role of representing employers, we will ask your help periodically to provide valuable feedback to this process. The first of the efforts included a survey, and more opportunities will be available in the upcoming months. You may get more information on this effort at the official website <http://www.hss.state.ak.us/dph/ha2020/>

We are also engaging with Junior Achievement of Alaska to go into our high schools and spread valuable workforce readiness related messages to the young men and women that are ready to become our future employees. We are looking for volunteers – so make sure to contact us if you are interested in participating. Training will be provided and we will participate in groups of two – so this is a great way to get involved and make a difference!

Our webinar series is continuing and participation is picking up. We thank all of you that not only participate in our complimentary and pre-approved for credit programs, but that help us promote them within the community. We are here to serve the professional and advance the profession...and you are playing an integral role in allowing us to do so.

Thanks all for making us shine!! ❀

Respectfully,

Patty Hickok

Patty Hickok

Director, Alaska SHRM State Council

hickok_p@yahoo.com

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Three Ways to Improve Workplace Productivity

Susan Morgan, The newsLINK Group



Every business is looking for that secret method to improve productivity in the workplace. Is it some kind of new management technique? Longer hours? Smarter employees? And just how do you get from feeling overwhelmed to feeling like you are in control?

The truth is, there is no secret. Working harder has never been as effective as working smarter. Consider (and apply) the following ideas to help you get there:

Employee Lunches

If you notice that people are skipping lunch in your office, you need to interfere and encourage them to take that all-important lunch break.

A 2009 survey found that 45% of all U.S. employees are taking shorter lunches or

skipping lunch altogether when compared to what they did just a year ago. Sometimes people skip lunch in order to keep expenses down; sometimes they work through lunch because they just have too much work to get done during the course of the day. Unfortunately, though, the illusion of getting more done is just that — an illusion.

The biggest problem with working through lunch is the simple fact that people are not designed for it. Someone who has been at a task too long won't remember details as

sharply, can't concentrate or learn as well, loses eye-hand coordination, and is more likely to miss mistakes. Additional time doesn't translate to more accomplished; usually, it just means the same amount of work done over more time than was really necessary.

People need food the same way cars need gas. Go too long without a meal, and the body definitely does not work as well. Over the long run, mistreating your body this way can lead to serious health problems (not least of which is obesity; a body on a diet of too little poor-quality food at infrequent intervals is a body inclined to hang onto every calorie it can get).

When people do take a lunch break away from the desk where they work, chances are good they will eat better than they would if they were eating junk food from the closest vending machine. A lunch break provides a mental break from the work being done. It also gives employees a chance for some physical exercise, whether that consists of a short, brisk walk or a friendly game of some competitive sport that can be played on a nearby lawn.

Make sure your office has a room where people can go to eat lunch. Encourage them to use it, and set a good example yourself by taking a lunch break and taking care of yourself.

The Right Physical Atmosphere

The National Association of Professional Organizations says that for most businesses, paper clutter is the number one problem, with the average employee spending 4.3

Rewarding unusual effort is always a good idea. If you want your employees to do more for you, you need to be willing to reward them for that extra effort.



hours every week looking for papers, and executives spending an hour every day just looking for misplaced information. According to the Small Business Association, mishandled paperwork makes it impossible to take care of customers correctly, increase sales, and increase profits.

Can you imagine what you would do if someone handed you an extra hour of good, productive time to use every day? What about if your customers got better customer service because you developed better systems for handling paper? Wouldn't that make a huge difference in the success of your business? Think, too, how much more productive your business would be if people didn't have to scramble through their papers to find what they need every day.

It isn't just a matter of being more effective, though. If you work in a cluttered office, you are going to be more stressed. That, in turn, leads to health problems. When people go to the doctor, 75% of the visits are related somehow to stress. Cleaning up your office means reducing your stress. Everyone in your office will benefit.

If you are thinking about managing information, there are some key points to remember:

- Although paper is a huge part of the information flowing through your office, it isn't the only way. For example, you need to consider (and manage) mail, email, cell phones and text messages. How does information come into your company? Where does it live while it's there? When, and how, does it leave?
- Consider what items are used regularly, and what items are used infrequently. Take everything off your desk that you don't use all the time, and store it somewhere else. Organize your desk at the end of the day and aim to have 80% of your desk totally free of paper or anything else so that when you come to work the next day, you've got a clean, clear space where you can really focus on what needs to be done.
- You need to provide the right tools to get the job done, such as filing cabinets and supplies, boxes, and scanners. Anything on a computer needs to be backed up regularly. Make sure people have what they need to either organize or get rid of clutter.
- Set a time for information management, and have your employees do the same. Going through information is not a one-time thing; it needs to be done both regularly and frequently. Aim to handle every paper just once.
- You may want to consider rewarding employees who consistently keep their offices clutter free. A trophy or a picture might be motivating for the short term. If people consistently keep their work areas free of clutter, though,

consider a larger and better reward: time off with pay, perhaps, or the privilege of a choice parking spot for the month.

The Right Emotional Atmosphere

According to the Monthly Labor Review, people who have a positive workplace environment have a strong correlation between that and sales. Equally, there is a negative correlation between a bad workplace environment and employee turnover. This shouldn't be too surprising: people who hate going to work every day are likely to find a better job elsewhere as soon as they can.

With all the economic turmoil the U.S. has experienced since the beginning of the Great Recession, it might be tempting for you to feel like you can take employees for granted, or to feel that everyone needs to work harder, doing more with less, because of the economic downturn. Jobs are scarce, after all, and people are likely to put up with more than they would in better economic times.

But that is short-sighted thinking and will damage your company in the long run. What can you do to retain your best employees and protect yourself against a high turnover?

- Don't ask people to do anything you aren't willing to do yourself, but also be as good a boss to yourself as you are to your employees. You shouldn't be doing all the work; neither should they. Find a balance.
- Rewarding unusual effort is always a good idea. If you want your employees to do more for you, you need to be willing to reward them for that extra effort.
- Being good to your employees does not equal letting them take advantage of you. Respect is reciprocal. If you feel that some of your employees are taking advantage of you, realize that you need to solve the problem sooner than later. Your other employees will be aware of what is going on and will wonder about your ability to handle bigger problems if you cannot handle the smaller ones.
- Be willing to enjoy some genuine, low-key humor in the workplace. Everyone can use a good laugh as long as it is not at someone else's expense. Creating an environment where there is appropriate, good-natured, and playful interaction will go a long way toward making your office a pleasant place to work. ❀

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Workplace Demographics

Susan Morgan, The newsLINK Group

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It has always been possible to find plenty of young people in the workplace. Today, however, people live longer and often either cannot afford to retire, or are so valuable that their employers persuade them to continue working.

Many managers even find themselves trying to hire highly skilled retired people, because those who are best qualified for a job are in such short supply.

Companies that lose experienced workers find that the cost of finding, hiring, and training new employees is a steep one: it can add

as much as 50 to 150 percent to an annual salary. As the baby boomer generation is getting older, the workplace is getting more diverse with respect to age. Yes, there are still lots of young people... but not as many as there once were. And (circumstance permitting), some 80 percent of all baby boomers plan to work, part-time or full-time, during their retirement years.

For the first time, a young employee born as recently as 1992 or later may be working right next to someone who is 70 or older. In 2014, some experts estimate that 32 percent of all employees will be over the age of 50.

Understanding the players

Employers right now may have employees from each of the following generations:

- The World War II generation, or those born before 1946. It's been 67 years since 1945, so most of the people in this generation were just children when the war ended; despite that, however, the war was the central fact of their early years. They grew up with an age-based hierarchy, where age equaled responsibility and status. In 2011, 7 million of them were still working. They were shaped by radio broadcasting.
- The baby boom generation, from 1946 through 1964. This is the generation born after the end of World War II, which was a time of great promise and also great fear. These people grew up thinking about the Cold War and the possibility of nuclear destruction; they remember Richard Nixon as president, and Watergate as the major scandal of the day. Many of them remember watching Neil Armstrong as he first set foot on the moon. The number of those working was 60 million in 2011. They were shaped by television.
- Generation X, from 1965 to 1980. The oldest of these people probably don't remember the end of Vietnam; the youngest ones missed the Carter years but probably remember President Reagan from their childhoods. In 2011, there were 51 million of them, and their world view was deeply influenced by the computer.
- The millennial generation, from 1980 to 2000. Many from this generation are essentially the children of the baby boom generation. In 2006, there were 22 million of them working; by 2011, that number had increased to 40 million. This is the generation that has grown up being deeply influenced by the Internet.

Of course, one of the biggest problems of looking at age differences instead of cultural



Learn how to manage all four generations more effectively, and you will see improved profitability throughout your business.



differences is the possibility that cultural differences can create as much diversity as age. But mass media means the advent of people being aware of, and influenced by, global trends. Someone who comes from a cultural heritage that doesn't have access to global mass media is obviously going to be very different from someone who does.

When the cultural playing field is leveled somewhat by access to an international perspective, age can become a better way to understand differences than culture. Young people are therefore more likely to fit the profile for each generation than older people who have not had the same exposure to global culture.

Adapting to change

Along with changing demographics in the workplace is a need to redefine productivity. Corporate America continues to be a competi-

tive place, and companies that don't think about the future probably don't have much of one. Companies have to think about how the wide span in employee ages, combined with technological advances in the workplace, are going to affect their business plans.

It isn't just about competing in the marketplace. It's also about attracting, and keeping, the best employees. With the Great Recession getting further away, and the jobs market improving, employers are finding that the people who are looking for jobs can afford to be a little pickier than was advisable just two or three years ago. Jobs may still be hard to find for many people, but others are looking more closely at their potential employers. They want a job that fits.

Workplace Demographics | *continued on page 12*

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The following facts are a given:

- If you have several generations in the workforce, each one of those generations will have some cultural differences from the others. Someone who remembers being delighted with that first microwave oven and who still isn't so sure about texting is not going to have the same attitude as someone who has grown up taking the Internet for granted and who considers unlimited texting to be a necessity, not an innovation.
- In 2010, one out of five employees was retirement age or older. By 2025, experts predict that the ratio will have gotten smaller. They expect that one-fourth of all employees will be retirement age.

Some 60 percent of all businesses are now reporting that they have problems with intergenerational conflict. Since companies with conflict tend to be companies where the employees disengage and don't do their best work, it is a good idea to learn how to turn differences to your advantage.

The first thing to get clarity about is that our youth-centered culture is going to have to adapt, and fast. That isn't just true in general, it is something that applies specifically to businesses.

How do you help employees who have not grown up with the newest technologies to function as effectively as possible?

- You can't just decide to limit your employee base to young people. It wouldn't be legal, for one thing. In the past, age discrimination has been a hard thing for employees to prove, with many companies getting away with discriminatory behavior, but as more and more people age, you can be sure the lawyers and lawmakers will perk up and take a bigger interest in the matter.
- You can limit your exposure to age discrimination claims just by making sure you aren't, in fact, discriminating. This is a case of the right behavior also being the smart behavior.

Another thing to consider is a simple truth: wisdom really does come from experience. Some employees may be difficult or impossible to replace. When you are running a business, it isn't smart to always go for the cheapest employees. Sometimes you need more than what an inexperienced person can be expected to give you. But if you need experience, you will have to pay accordingly. The good news is, that experienced person may end up bringing much more profitability to your company than the seemingly less-expensive choice could ever have done.

And consider another reality. People who are working are people who control discretionary spending. If you want to market to someone who is older, it certainly helps to have someone older advising you.

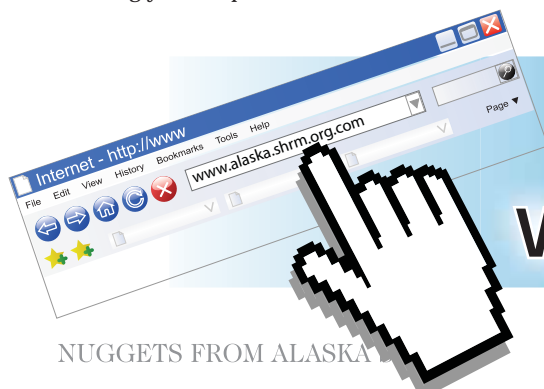
But it isn't just about the extremes between your oldest and youngest employees. You've got two generations in between, and each one has its own concerns and needs. Your business plan has to take into account all the existing diversity within the workplace. For all four of those generations, you need to figure out how to implement policies that are designed to emphasize each generation's strong points and help everyone work together.

Here are some specific tips to do just that:

- You can probably communicate most effectively with the World War II generation if you talk to them face-to-face. Respect what they have to offer, and see whether you can get them to mentor younger employees.
- Baby boomers value flexibility, team work, and the power of service. Don't be dictatorial with them, but do be personal. Many of them have challenging personal situations as they care both for parents and children, so they need a flexible work environment. They want to be involved and to make a difference. Take a personal interest in them.
- People from generation X value freedom and flexibility. They are often independent, with no tolerance for double standards or micromanaging. They are oriented toward getting results, and want competent, genuine managers. They appreciate support in career growth and opportunities, straightforward communication, and a non-bureaucratic workplace.

The millennial generation often understands technology and finance. They text... a lot. They are inexperienced, though, especially when it comes to office psychology and politics, so they need mentoring from the World War II or baby boom generations. They also need supervision and structure, but they value organized and consistent managers who treat them with respect and without condescension. They want to be treated as the valuable resource they are.

Learn how to manage all four generations more effectively, and you will see improved profitability throughout your business. ❀



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2012 NHRMA Awards

Robert Denomy Student Leadership Award



Lorissa Porteous, undergraduate student at Portland State University was nominated by Professor of Human Resource Management, Alan Cabelly, Ph. D., SPHR. Mr. Cabelly describes Lorissa as “one of the strongest students he has ever had the pleasure to work with, and the most effective leader within the student chapter in many years.”

Lorissa joined the Portland State University Human Resource Management Association (PSU HRMA) in 2011. She immediately became an active member, volunteering to participate in many fundraising activities. Lorissa has attended two SHRM Conferences as an active member of the PSU HRMA.

Sharon Koss Graduate Award



Kristina Bader, a resident of Portland, OR is enrolled in the on-line graduate program at Villanova University. Kristina is an active member of the Villanova University SHRM serving as the Online Liaison.

Kristina’s volunteer experience includes working in the career center at Dress for Success in Oregon helping low income women with resume writing, job searching, technical skills, etc. She has also taught a resume writing course for “Going Places Network by Wal Mart.” Kristina also volunteers her time with the student chapter helping them earn the Outstanding Student Chapter award from SHRM. She serves as a Peer Advisor in the program answering questions that new students have about the program. She has also served on the membership committee with her local SHRM chapter and is seeking a co-chair position in the coming months.

Randy Lundberg Northern Lights Award

This year’s recipient, the **Anchorage Society for Human Resource Management** was recognized for their four-year involvement in a unique multi-agency partnership with the Anchorage School District, Department of Labor, the Martin Luther King Career Center and other local trade partners including Alaska Home Builders Association, Alaska Works Partnership and Associated Builders Contractors. The partnership’s ultimate goal is to keep students in school and see that they receive the appropriate training and education to succeed in finding not only a job, but a career to live a successful life.

In April, 2012, the Department of Labor recognized ASHRM’s participation in this partnership and presented the chapter with the Director’s Certificate of Appreciation Award. This award was presented by the Department of Labor’s Employment Security Division Director, Paul E. Dick in recognition for ASHRM’s outstanding and unwavering commitment to the Youth Job Center and preparing

youth for future success. This is the first time this award has been presented to someone outside of the Department of Labor. This is quite an honor for ASHRM.

NHRMA Distinguished Member Awards

Rick Howell, GPHR, SPHR, CCP



Rick is recognized for his service as president of Northwest Human Resource Management Association in 2011 and his outstanding contributions to NHRMA and the HR profession.

Rick Howell has spent 26 years as an HR professional. His human resource experience is in the hospitality, forest products, education, and grocery industries. At various points in his career he has specialized in training and development, employee relations, compensation, safety and workers compensation, with titles ranging from Coordinator to Vice President. Currently, he leads the HR department at New Seasons Market.

A frequent speaker at human resource conferences, Mr. Howell has also been an adjunct faculty for Washington State University, Portland State University, and/or City University for the past 23 years. Rick started the WSU Vancouver Student HR Chapter. He holds BA and MBA degrees from Washington State University and holds certifications of Senior Professional in Human Resources (SPHR) and Certified Compensation Professional (CCP). He was among the first in the nation to earn the Global Professional in Human Resources (GPHR) certification in 2004.

He has served in various positions with the 1000+ member PHRMA (Portland Human Resource Management Association) organization, including President in 2003. He served as the Director of the Oregon State Council in 2007. In 2006, he received NHRMA’s (Northwest Human Resources Management Association) Distinguished Member award. Rick served as SHRM’s Pacific West Region Member Advisory Council (MAC) representative for 2008 and 2009, and was NHRMA’s President in 2011.

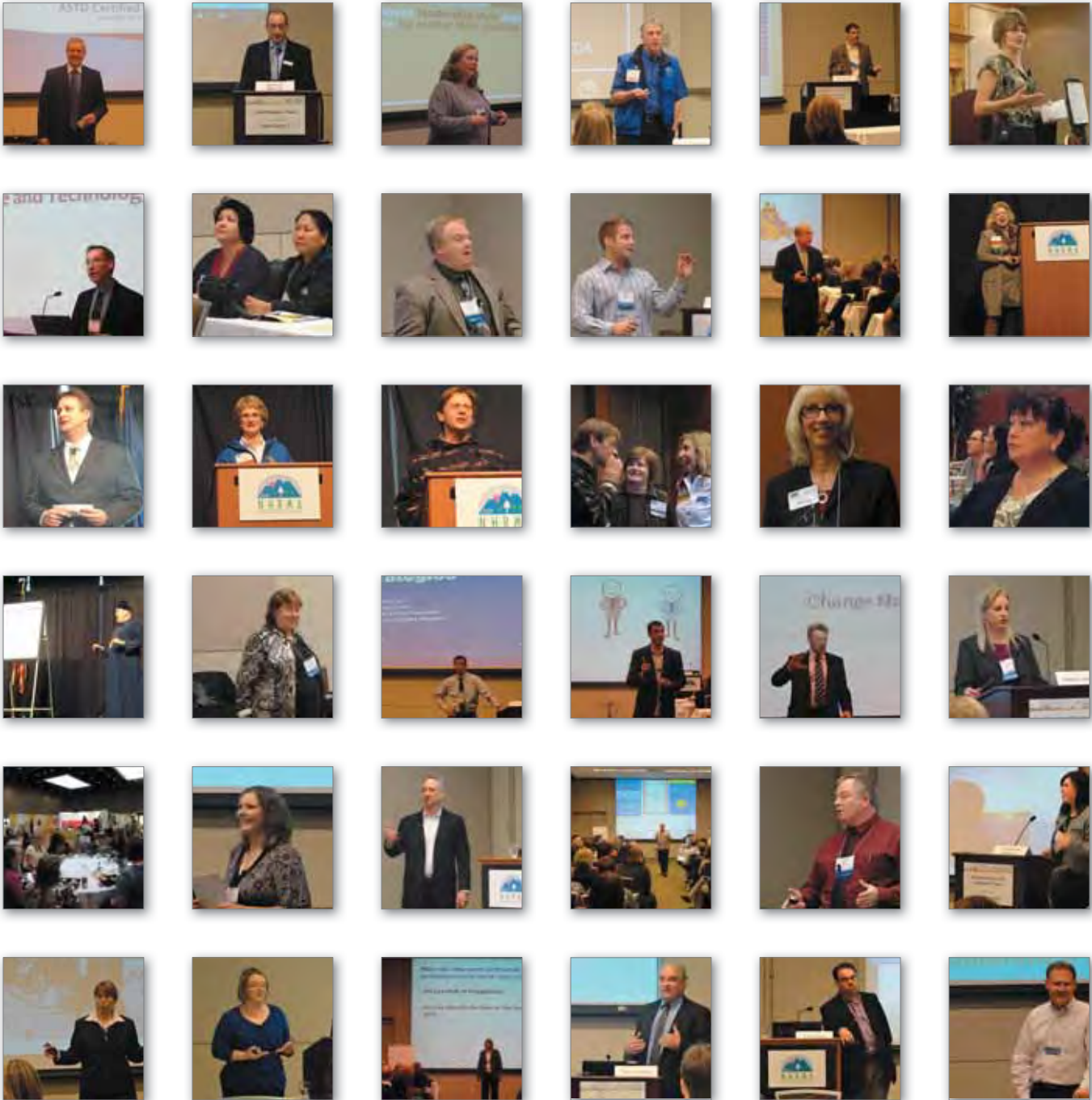
Deborah Jeffries, PHR, CPC



Deborah showed up at a local chapter meeting one afternoon in Salem, Oregon, hoping to have a good lunch and do some networking. That was 22 years ago, and she could never have imagined what the future would hold. After only one month, she was filling out the SHRM membership application to become a member of her local chapter, NHRMA, and SHRM...and now she is almost a lifer!



On behalf of the Alaska SHRM State Council - thanks NHRMA for giving us the opportunity to host the 74th Annual Conference and Tradeshow from October 1-3, 2012 in Anchorage, AK!





How Employment Practices Liability Insurance (EPL) Works

EPL works to provide the necessary resources to defend your company against a lawsuit or to pay for a claim. To best understand how to cover your EPL risks, it's important to know the potential sources:

- Recruitment practices
- Employment applications
- Employment offers
- Employee orientation processes
- Annual conduct reviews

Employment law is complex and varies depending on the jurisdiction.

Well-organized and credible employment documents can demonstrate fair treatment, deter litigation, ensure employee honesty, and, should litigation occur, can demonstrate the employee's actions.

Evidence of desirable employment practices and policies may be required for an EPL policy, and will certainly help defend against a suit (even for a small, home-based business with only a few employees). The underwriter may require a copy of the following policies to show that you are taking steps to reduce your risks:

- Sexual harassment
- Equal opportunity
- Grievances
- Termination
- Internet usage/employee privacy
- Internal job postings
- Alternative dispute
- Employment at-will
- Discrimination
- Disabled employees and accommodations

- Employee discipline
- Performance evaluations
- Pregnancy leave
- Hiring and interviewing
- Resolution/arbitration
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SOUTHEAST ALASKA CHAPTER

The Southeast Alaska Chapter started its new operations year this past September with its membership meeting and presentation on "The Impact of Culture in the Workplace."

Alaska State Council Director Patty Hickok brought home the point of how culture, a concept we all hear and talk about often, is not only in our workplace but in everyday life. We are who we are because of our experiences, norms and values that we have acquired throughout our lives. The impact for HR is felt throughout the entire HR cycle, from how we react to applicants, to who we select. From how we evaluate employees during annual appraisal evaluations to the context of safety that someone may have.

We wish the Southeast Alaska chapter good luck this upcoming year and thank them for all they do for the Alaska State Council and SHRM! ❀

2012 NHRMA Awards | *continued from page 13*

Early on, Deborah was asked to join the SHRM local Board as Secretary, and she began creating the Chapter's first monthly newsletter. Over the years, she has served at many levels and volunteered in a variety of positions, including President of the Salem Chapter not once, but twice – in 1994 and again in 2007 – both times helping the Chapter earn the Superior Merit Award. She moved up from Chapter activities to being a Member of what was then called the Area V Board, and SHRM's Oregon State Council, where she served in five different positions.

People often comment that "Deborah knows everyone," and she's used those "connections" in her current positions as the Program Director for her local Salem Chapter and as the HRCI Director on the Oregon State Council. Deborah can also be found working with and presenting to many individual Chapters at their monthly Chapter meetings; at HRCI Certification Prep classes; and at State and Regional Conferences (yes, even here at NHRMA) in what is now the Pac-West Region. ❀



2012 Anchorage Chapter (ASHRM) Board Members

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Molly Webb, PHR, President Elect..... 907-350-3461
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Nancy Miller, SPHR, Senior Advisor 907-243-5660
Secretary (available)
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Mary Hilcoske, SPHR, CLM, Co-Treasurer 907-264-4520
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Barbara Burke, Co-Vice President Membership 907-770 4103

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K Michael Ward, SPHR, GPHR, Government Affairs Director . 907-277-1616
Bonnie Dorman, College Relations Director..... 907-244-4383
Brandi Kirk, PHR, Education & Certification Director 907-929-9217
Rose Pisciotto, SPHR, Education & Certification Co-Chair ... 907-777-3489
Karen Zemba, SPHR, SHRM Foundation Director 907-777-8226

COMMITTEES

Patty Hickok, SPHR, GPHR, Programs..... 907-602-5129
Terrie Stark, Hospitality 907-646-2282
Rob Morris, SPHR, GPHR, Awards & Recognition 907-346-2101
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Janice Wilson, PHR, Community and External Relations Co-Chair
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Christine McAlpine, SPHR, GPHR, Webmaster Co-Chair ... 907-868-8204
Available, Public Relations
Patty Huston, PHR, Sponsorship & Exhibitor 907-339-8613
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Sarah Amundson, PHR, Volunteer Coordinator 907-646-2282



2012 Southeast Alaska Chapter Board Members

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Angela Camos, Programs Director 907-632-4909
Patricia Von Ah, SHRM Foundation Director.... 907-276-2515 | 907-339-3434



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Marianne Guffey, PHR, Diversity Advocate 907-452-1751

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International Business Culture: Gift-Giving

Gift-giving is probably one of the trickiest aspects of international business culture. In some countries, presenting small gifts early on in a business relationship is expected. In others, it may be perceived as a bribe and will therefore be an offense to your business partners. And then there are those special cases in which gifts are expected at a later point, after a solid business relationship has been established.

The rules of receiving and treating gifts also vary greatly within international business culture. Whatever type of gift you choose in the end, make sure that it has some value.

The rules of receiving and treating gifts also vary greatly within international business culture. In Asia and the Middle East, gifts are, much like business cards, received with either both hands or your right hand, respectively. In Singapore or China, the recipient may politely decline the gift three times before accepting it. While it is considered extremely rude in many Asian countries to open a gift in the presence of the gift-giver, people from many South American countries, such as Chile, tend to open gifts right away.

International Business Culture: Choosing Business Gifts

When choosing a gift, try to keep the religious and social

context of your host country in mind. A bottle of good wine or champagne may be an acceptable token at home. In Muslim countries, however, it can be a violation of religious laws and an offense to your business partners. The same is true for certain types of food, such as pork in predominantly Muslim or Jewish countries, or beef in countries with a big Hindu population, such as India.

Aside from religious laws, there are other pitfalls in international business culture when it comes to gift-giving. Certain objects and color schemes can have a negative meaning and should be avoided. In China, for instance, white is associated with death. It is therefore best to avoid this color and choose something red instead which represents good luck. Whatever type of gift you choose in the end, make sure that it has some value. Avoid gifts that bear your company's logo.

Business dinners are often treated like gifts in international business culture. If you receive an invitation, international business culture demands that you reciprocate. Not only will it show your appreciation of your business contacts, but also present you as an accomplished person versed in the rules of international business culture. ❖

Source: <http://www.internations.org/magazine/navigating-international-business-culture-15305>

ASHRM Wins Randy Lundberg Award

by Nancy Miller, SPHR

The Anchorage Chapter of SHRM (ASHRM) was awarded the 2012 Randy Lundberg award at the 74th annual NHRMA Conference held in Anchorage, Alaska in October. This award recognizes the chapter for outstanding achievement and excellence in overall chapter operations.

The winning program, "A Multi-Agency Partnership at Work" acknowledges ASHRM's participation in a unique partnership

since 2008 which includes the Department of Labor, the Anchorage School District and the King Career Center. The goal is to lower student dropout rates and prepare high school students for the working world. Chapter volunteers have spent many hours assisting students with resume writing skills, successful interviewing techniques and employability skills to build a successful career. ❖

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