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Building a Diverse Workforce Becoming a 'Business Necessity'

Developing a strategic plan to recruit and retain a diverse workforce isn't just the moral thing to do; it's a business necessity given the nation's changing demographics, says Joe Watson, a management consultant who specializes in workplace diversity.

Minorities Are the 'Future Workforce'

With 77 million Baby Boomers starting to exit the workplace, companies need to open their doors—and their minds—to actively recruiting minorities and women for positions throughout their ranks, says Watson, who is also author of *Without Excuses: Unleash the Power of Diversity to Build Your Business* (St. Martin's Press, 2006).

A diverse workforce fosters creativity and helps companies better meet the needs of their target markets. However,

diversity isn't just nice to have anymore; it's a must-have for a company's survival, according to Watson.

"Companies have to engage minorities now, since they are the future workforce. Forty percent of people under age 25 are minorities, and 45 percent of those under 10 are minorities," he says, citing Census Bureau statistics. "When you think about the implications of numbers like that, it changes everything."

Employers Need to Be Proactive

Watson says the "suspension of business logic" prevents many companies from attaining diversity goals—they understand the business case for diversity, "but they're not doing anything about it."

For example, if a manager walked into a CEO's office and said he or she simply could not hit revenue goals, the person

(continued on page 2)

Are Your Employees Suffering From 'Stacking Work Syndrome'?

From hiring freezes to layoffs to expansions without adding staff, employees at all levels of organizations are being asked to take on more work.

As a result, many employees are simply overwhelmed, and that's leading to declines in productivity and performance, according to Theresa M. Welbourne, Ph.D., an adjunct professor of executive education at the University of Michigan Business School.

Even well-educated, intelligent business leaders are suffering from "stacking work syndrome," says Welbourne, who is also founder, president, and CEO of

eePulse, Inc. (www.eepulse.com), a technology management research company that offers Web-based leadership tools.

"People have not just too much work to do, they have too many stacks of different types of work," she says. "People are taking on too much."

Chief executive officers participating in an ongoing, worldwide leadership study that Welbourne is conducting have said that they literally don't know what to do when they arrive at work on a Monday morning.

(continued on page 2)

Diverse (continued from page 1)

likely wouldn't have a job for long, Watson says.

However, if the same manager told the CEO that he or she couldn't find minority or female job candidates, the CEO would likely suggest that the manager keep trying. "That disconnect is the suspension of business logic."

Companies that claim they "can't find any" minority candidates aren't trying hard enough and aren't holding managers accountable for diversity, according to Watson.

"Make their compensation depend on achievements in diversity hiring, and you'll see changes. Make promotions turn on hitting diversity numbers, and you'll get results," he writes in his book.

Many HR departments fall into a networking habit in which they rely heavily on employee referrals to fill vacancies, he says. The problem with that approach is that "our networks tend to look like us"—in a "majority" workforce, the referrals are not likely to be minorities.

HR can help build a diverse workforce by increasing the pool of qualified minority candidates and proactively identifying potential minority candidates long before a vacancy opens.

For example, he recommends that companies build ongoing relationships with minority organizations and universities that graduate a large percentage of minorities.

"Recruiting from a diversity perspective requires a fundamental shift in mindset," Watson says. Although

sensitivity training has its place, it's not enough by itself.

"The key to driving diversity numbers is to recruit large numbers of highly qualified diversity candidates," he writes. "Training without a strong recruiting program is like buying a great new lawn mower without gas—it goes nowhere."

Watson also recommends reviewing retention practices. He writes, "Diverse employees leave jobs for many reasons, but the main issues appear to be lack of demonstrated commitment to diversity; stereotypes that overshadow employee credibility and competency; ill-equipped and ineffective managers; lack of a clear career path or commitment to development; shifting criteria for advancement and limited opportunities to succeed; and cultural insensitivity or misunderstandings."

Syndrome (continued from page 1)

"It's not a lack of intelligence. They have so many choices, so many stacks. They're not sure which will lead to success and when," she says.

CEOs and other employees suffering from stacking work syndrome jump from project to project rather than finishing high-priority items.

As a result, they are de-energized, because they have the perception that they're not successful and that they've let others down, Welbourne says.

A drop in energy levels is problematic; other research has shown that energy predicts financial performance and has an impact on employee turnover, absenteeism, customer satisfaction, and sales, according to Welbourne. "A downward spiral in energy has a negative effect on firms."

Take Preventive Steps

She advises employers to be proactive about determining whether their employees have stacking work syndrome. "The key is not to wait until it's too late," she says. "An annual employee survey is way too late."

Instead, she recommends keeping watch throughout the year for symptoms of stacking work syndrome (e.g., drops in productivity, sales, and morale) and regularly talking to employees at all levels and asking them what is hampering productivity and whether they know what their top priority is.

"It needs to start at the top of the organization with the senior management team," Welbourne explains. "In many cases, they have the worst symptoms of stacking work syndrome."

Find a Cure

Welbourne offers several tips for "curing" stacking work syndrome:

- **Establish priorities.** Have managers meet at least monthly to set priorities. "The reality is, you're getting new projects every week. If you don't revisit priorities, people get lost," she says.
- **Train managers on helping employees prioritize.** Managers should meet regularly with their employees to make sure employees are prioritizing their work.
- **Share success stories.** If an employee has eliminated some of the "stacks" of work, publicize his or her story on your intranet or run an article in the company newsletter.
- **Set an example.** Managers will be more likely to heed your advice if you demonstrate your own ability to manage work and set priorities.

Robert L. Brady, J.D., *Publisher*; Margaret A. Carter-Ward, *Editor in Chief*; Catherine L. Moreton, J.D., *Managing Editor*; Elaine Quayle, *Editor*; Karen Barretta, Kelly Griffin, *Contributing Editors*; Rebecca MacLachlan, *Graphic Designer*; Sherry Newcomb, *Layout Production*; Marianne Graham, *Marketing Manager*. *Best Practices in HR* is issued by BUSINESS & LEGAL REPORTS, INC. Editorial and business offices are located at 141 Mill Rock Road East, P.O. Box 6001, Old Saybrook, CT 06475-6001. ©1997-2007 Business & Legal Reports, Inc.

Issued bimonthly. Subscription price: \$298.00 for 24 issues. Periodicals mail postage paid at Old Saybrook, CT 06475-9998, Standard Mail enclosed. POSTMASTER: Send address changes to *Best Practices in HR*, 141 Mill Rock Road East, P.O. Box 6001, Old Saybrook, CT 06475-6001.

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Gladstone Institutes Places High Value on Collaboration, Communication, Staff Support

The J. David Gladstone Institutes, a private, nonprofit biomedical research organization, placed number two on *The Scientist Magazine's* list of Best Places to Work in Academia in October 2006, up from third place in 2005. A collaborative culture, support for gifted scientists, postdoctoral fellows, and their work is the key to Gladstone's success.

With just over 300 employees, including scientists, postdoctoral fellows, administrative staff, technicians, and other research staff, the Institutes is divided into three separate departments – the Gladstone Institute of Cardiovascular Disease, the Gladstone Institute of Virology and Immunology, and the Gladstone Institute of Neurological Disease, explains Daniel Oshiro, vice president for Administrative Affairs.

Since Gladstone is affiliated with the University of California at San Francisco (UCSF) School of Medicine, whose Mission Bay campus is located across the street from Gladstone, all Gladstone scientists hold academic appointments at UCSF and can choose to teach courses, serve in clinical faculty roles, or become involved in UCSF research as well as their own.

Scientists at Gladstone have the flexibility to focus on any area they have a desire to pursue within their disease-focused categories of research, according to Oshiro.

In addition, research funding that is discretionary in nature is provided to all scientists in order to support the development of pilot data in their research areas of interest. This allows scientists to submit evidence of their theories when submitting an external application for funding their research studies, ultimately producing a better likelihood of receiving funding, explains Oshiro.

Communication, Collaboration

The organization also offers a participatory, collaborative work

environment for all its employees. For example, when a new building to house all three of the Gladstone Institutes was designed and then built in 2004, part of the planning stage included using an empty building as a staging area where the lab designs, furniture, and equipment could be tested by staff.

This allowed staff to provide feedback before the actual building was constructed. As a result of staff feedback, the new building was designed with small meeting areas adjacent to the laboratories so that teams could break from their work, quickly meet, and document important notes on a whiteboard wall.

Communication, teamwork, and a sense of pride in others' work at Gladstone are fostered in many ways. Oshiro comments that because people communicate effectively in different ways, it is important to communicate information in multiple ways in multiple venues. Gladstone uses email, paper copies of documents, in-person group meetings, and a monthly staff publication that is available both online and in a traditional format.

Scheduled presentations, such as the research for administration series, feature scientists giving talks regarding their research in lay language for administrative staff. "We want the administrative staff to appreciate the special work our people do and the passion they have for their science and trying to improve people's lives," says Oshiro.

The diversity of the staff is celebrated with special events such as a recent international food fair and "The World of Gladstone," where different cultures are featured and celebrated, such as a recent concert featuring an employee trained in classical Eastern Indian dancing. Staff diversity is also highlighted on a map of the world in the administrative corridor of the building

Who: J. David Gladstone Institutes, San Francisco, CA (www.gladstone.ucsf.edu)

What: The nonprofit research organization has cultivated an environment that encourages creativity and collaboration through supportive leadership.

Results: Has been named number two on *The Scientist Magazine's* Best Places to Work in Academia list.

with pins in all the countries that are represented at the Institutes, about 30 of them currently, Oshiro explains.

Postdoctoral fellows have special events and activities, such as movie nights and an annual retreat where the fellows conduct presentations of their research work and spend time socializing. They also have a liaison in HR who focuses specifically on their needs, says Susan Dzierson, the Institutes' new HR officer. Among the manager's responsibilities are coordinating lunches with speakers and administering a mentoring program that helps the fellows engage in career planning.

Gladstone also provides management development training to support the leadership development of scientists promoted into managerial positions and to prepare future managers in order to maintain the collaborative work culture.

What You Can Do

"It's important for HR to remember that they're there to serve the needs of what the entity is doing," says Dzierson. "You have to be out there [among your staff], gathering information and not let the paper processes take over [your time]. The Institutes has a very energizing and exciting environment [for HR and all staff]."

"It's hard work; it never ends and it's not easy," comments Oshiro. "Circumstances change and people change. You have to engage your employees and do the best you can." That's great advice for all of us.



From the Courthouse

Strength Test Doesn't Pass Muster with Antidiscrimination Laws, Says EEOC

An employer implemented a pre-employment strength test and claimed that its injury rate declined as a result, but the Equal Employment Opportunity Commission (EEOC) said the test had an unlawful disparate impact on female applicants.

What happened. The Dial Corporation operates a Fort Madison, Iowa, plant that produces canned meats. In one area, entry-level employees carry about 35 pounds of sausage at a time and have to lift it 30 to 60 inches above the floor.

Faced with a disproportionate number of injuries in that area, Dial undertook initiatives to reduce injuries—a team approach, ergonomics, job rotation, lowering machines, and periodic safety audits. In 1998, the injury rate began to drop.

In 2000, Dial started using a pre-employment strength test, the Work Tolerance Screen (WTS). Applicants had to lift a 35-pound bar to a height of 30 to 60 inches. They performed this task for 7 minutes at their “own pace.”

During the 3 years before the WTS was introduced, 46 percent of new hires were women. That figure dropped to 15 percent after Dial started using the test, and the percentage of women passing the test declined each time it was administered. Overall, 38 percent of women passed, compared to 97 percent of men.

In January 2000, Paula Liles passed the WTS, but was not hired. She filed state and federal discrimination complaints, and the EEOC later filed suit under Title VII of the Civil Rights Act of 1964 on behalf of Liles and 53 other women who were denied employment after taking the WTS. More than half of the applicants hadn't been able to complete the test.

In August 2004, a jury found that Dial had engaged in a pattern or practice of

intentional discrimination. The company offered jobs to the affected women. One was terminated after a background check revealed a prior criminal record.

A district court awarded back pay, interest, and healthcare benefits to the women, except the one with a criminal history. Dial appealed to the U.S. Court of Appeals for the 8th Circuit, which includes North Dakota, South Dakota, Minnesota, Nebraska, Iowa, Missouri, and Arkansas. The EEOC cross-appealed on the issue of back pay for the terminated employee.

What the court said. The appeals court affirmed the lower court's decision on all claims except the back pay for the terminated employee. That claim was remanded for further proceedings.

The court said there was enough evidence to conclude “that there was a pattern or practice of intentional discrimination against women.” The court noted that men and women performed the same tasks for years before the strength test was implemented, that Dial continued to use the test even though the percentage of women passing it continued to drop, and that although some women and men received similar comments about their test performance, only the males were offered jobs.

THE LAW

Employers covered by federal antidiscrimination laws are prohibited from using tests and other selection procedures that discriminate on the basis of race, color, sex, religion, national origin, age, and disability.

According to EEOC's *Uniform Guidelines on Employee Selection Procedures* (29 CFR 1607), an employer may not use test results to intentionally discriminate and also may not use any test that has a tendency to screen out—has an “adverse impact” on—a particular group, unless the test has been validated.

A selection rate for any race, sex, or ethnic group that is less than 4/5, or 80 percent, of the selection rate for the highest group is evidence of adverse impact. For example, if the selection rate for males is 50 percent of the total number of male applicants, then the selection rate for females must be at least 40 percent of the female applicants.

Dial didn't show that the strength test was a business necessity, and there was evidence that the test was more strenuous than the actual job, the court said. In addition, the court noted that injury rate began to fall in 1998—2 years before the company started using the test (*Equal Employment Opportunity Commission v. Dial Corporation*, No. 05-4183/4311, U.S. Court of Appeals, 8th Cir., 11/17/06).

WHAT TO REMEMBER

- **Track the numbers.** If your company uses a pre-employment test, measure the selection rate by race, sex, and ethnic group. If there are big differences, the test might have an adverse impact on certain applicants.
- **Determine whether business necessity justifies conducting the test.** Tests that have an adverse impact on minorities and are not justified by business necessity are discriminatory, according to EEOC guidelines.
- **Avoid bias in hiring decisions.** In this case, the court noted that some female applicants who passed the test still were not offered employment. Employers should base hiring decisions on nondiscriminatory factors.

Hiring Managers Use Unorthodox Online Screening Techniques

One in four hiring managers report that they have used Internet search engines to research prospective job candidates, according to CareerBuilder.com. This statistic is one of several findings from a survey of 1,150 hiring managers in the United States by CareerBuilder.com in September 2006. What the hiring managers found during their research led 51 percent of them to decide not to hire a job candidate!

Hiring managers also used social networking websites to learn more about candidates, and the majority (63 percent) did not hire a person based on what was uncovered about an individual.

These findings should cause concern for individuals seeking jobs. However, for employment recruiters and hiring managers that are not currently using

the Internet to find out more about prospective employees, you may be missing a free source of information. Just “Googling” (searching through www.google.com) a candidate’s name may lead you to information that you may find of interest.

However, be careful to note the source of the information before you use it to draw any conclusions. A malicious person could post negative information about someone else just because he or she does not like the individual or is angry because the individual received a project, promotion, or position that the other person wanted.

Some of the negative findings that hiring managers discovered when researching information about job candidates on the Web included: possible lies about qualifications, poor

communication skills, links to previous criminal behavior, bad-mouthing their previous company or fellow employees, posted information about drinking or using drugs, shared confidential information from previous employers, or inappropriate photographs.

On the other hand, researching candidates on the Web may also serve to confirm your positive impressions of a candidate from a job interview.

For example, 64 percent of the hiring managers surveyed could relate an instance when a candidate’s background information found on the Internet supported their professional qualifications for the job.

Other positive findings included evidence that candidates were well-rounded and showed a wide range of interests, demonstrated good communication skills, a professional image, positive posted references, and receipt of awards and accolades.

Weight Management Tips for the Workplace

According to Tangerine Wellness, it may not be an employer’s responsibility to help employees trim their weight but with the number of diseases and medical problems related to obesity numbering about 53 and 2/3 of the U.S. population being overweight, it couldn’t hurt to help your employees better manage their weight. The cost of employee health benefits and absenteeism may be reduced if your employees focus on better nutrition and increase their activity levels.

“Most single-sourced nutrition and diet plans often found at companies don’t do enough to continually reinforce a healthier lifestyle,” said Aaron Day, chairman of Tangerine Wellness. “Weight loss is not just about eating less and exercising more, it’s about changing behavior.”

Implementing a formal weight loss and physical activity program is the

best solution to assist your employees in becoming healthier and to slow your healthcare benefit cost increases, according to Tangerine Wellness.

Weight Management Tips

The company provides some simple tips that you can share with your employees:

- **Do a “walk about.”** Park your car far from the main entrance of the building where you work. If you take the bus or subway, get off one or two stops early and walk the rest of the way to work. Take the stairs instead of the elevator. Go for a walk at lunchtime or find a place to have lunch that includes a brisk, long walk from your office to get there.
- **Beware of diet sabotage.** Grabbing a few candies or cookies on your way past someone’s desk and eating them adds up to many extra calories that you don’t need.
- **Soda blast.** Researchers from Harvard found that cutting soda consumption by a can each day can add up to losing more than 1 pound per month!
- **Stand to speak.** Just by standing up when you’re talking on the telephone can help you burn more than 50 extra calories a day. If you can add pacing back and forth while you talk, you will burn even more calories.
- **Don’t Go for Bloat.** Just because you can buy a meal instead of a sandwich and receive a great discount on French fries and/or your soda, doesn’t mean that you should do it. It just adds unnecessary calories to your lunch. Overeating at lunch can also make you bloated, lethargic, and gassy—not the best situation when you’ve got an important meeting to attend or a big project to complete.

For more information on Tangerine Wellness’ programs, visit www.tangerinewellness.com.

Tips & Tactics

Work and Romance May Not Be the Best Combination

It is practically Valentine's Day and romance is in the air, even at work. Falling in love with someone you work with is a tricky situation for many reasons. Karen Card, a certified relationship coach and the author of an article, "Office Romance: Worth the Risk," shares her thoughts on the matter through six reasons why office romances are risky.

Highlights among Card's reasons include:

- **Everyone Will Find Out.** Even when you try to keep an office romance quiet, it doesn't stay quiet. People like to talk to their co-workers and friends about their love lives. If you enjoy keeping your private life private, it probably will no longer work if you start dating a co-worker.
- **Competition.** Do you want to compete with your new love for the big promotion? Healthy relationships are based on love and respect, not competition. It's difficult to maintain peace and understanding in a relationship when you are competing for the same promotion or interesting project.
- **Arguments happen.** Relationships are hard and sometimes there will be arguments. If you work with your partner, it will cause increased tension at work, especially if one partner's position is superior to the other, or if you are working on the same team. Keeping personal problems out of the office or business problems out of your personal time together can be extremely difficult when your significant other is in both environments with you.
- **Damage to your reputation.** A potential office romance will always fuel the rumor mill. Remember, in an office setting, perception is reality. Even if you aren't sleeping together, subtle flirting at work will be enough to start the rumors.
- **Lose a promotion.** What happens if the relationship ends? Does it cost one of you a promotion? Nobody starts a romance with plans to have an ugly breakup, but it happens. Can you keep the anger

out of the workplace where it does not belong? This can be quite a challenge when dealing with a bad ending to a relationship.

- **Lose your job.** After an ugly breakup, if the situation gets too uncomfortable, are you willing to leave your job? Or, if confrontations happen on a regular basis, you may be asked to leave! Is your office romance worth looking for another job? Tension and stress are bad for the entire work team, not just the two of you who are dealing with problems, and one of you may be asked to leave.

Is It Worth It?

Once an office romance starts, it often takes on a life of its own, making seemingly rational, hardworking professionals become distracted and much less focused on their work and careers. Card summarizes her reasons why office romances are risky, "To help keep your job and promote your career, it is best to think of everyone at the office as your first cousins—you might feel an attraction but there is no chance of romance. So for the sake of your career, take some time and look outside your office for romance."

To read Card's complete article, visit www.myarticlearchive.com/articles/6/315.htm. For more information on Card and her coaching, visit www.coachingforlove.net.

Quick Career Checkup

Sometimes you need a break from what you're working on to clear your mind or perhaps you're looking for something to do while you eat your lunch at your desk.

In any case, an online guide from Alan Bernstein, author of *Princeton Review's* "Guide to Your Career," links to two free surveys that you can take, as well as a job profile tool that's available for a fee.

When you have a little spare time to consider your career options, all can be accessed at www.guidetoyourcareer.com.

The first survey may help you discover how satisfied you are with your job as you rate 22 different aspects of your current position covering such areas as communication, relationships, supervision, workplace culture, and your satisfaction with the amount of work and type of work that you do. Once you complete the survey, you will receive an instant score.

The next survey, the *Princeton Review Career Quiz*, provides you with more than 20 pairs of statements, and you must choose the one from each pair that best describes your preference.

After you complete the entire survey/quiz, the *Princeton Review* proffers immediate results that will tell you more about your career interests and your usual work style.

You may also review, after completing a brief, free registration, a list of careers and their descriptions that match your career interests as determined by the survey results.

Who knows—you might find that you are already in your perfect job or you might decide to explore new options.

Family-Like Atmosphere Drives Success At Century-Old Auto, Marine Dealership

With a population just over 2,000, a small, rural town in the hills of Southeastern Connecticut may not seem to be a likely setting for a multimillion-dollar auto and marine dealership. However, Reynolds' Garage & Marine, Inc. is not your average dealership.

One obvious example is Storm, a golden retriever who spends many days in the showroom happily accepting kind words and pats on the head from customers and employees.

Another example is the antique toy fire trucks and other toys that company president Gary Reynolds keeps in his office for his grandchildren when they visit.

Reynolds' Garage & Marine is also the second oldest, continuous family-operated auto dealership in the United States. Owned and operated by the Reynolds family in Lyme, Connecticut, since 1859, the company has transformed itself many times since founder Ephraim Otis Reynolds made horse-drawn carriages. The company is currently being run by the fifth and sixth generations of the Reynolds family—Gary Reynolds and his three children, who have worked their way up through the ranks and are currently vice presidents.

These days the company sells and services Subarus and several lines of boats, and provides boat dockage, storage, and repair services along the waterfront property behind its facilities.

The company expected to do nearly \$16.5 million in business last year—compared with \$3 million 15 years ago. Its staff has nearly doubled since 1999. Currently, it has 25 employees.

Commitment to Employees, Community

Reynolds' has a long-standing tradition of giving back to the community. That was among the reasons the dealership tied for first place in the small busi-

ness category for a 2006 Connecticut Family Business of the Year Award. It was a finalist in 1995, making it the only company to be recognized twice by the University of Connecticut Family Business Program, according to Priscilla Cale, program director.

Judges were particularly impressed with the number of years that Reynolds' has been in business. "For a family business, that's just a tremendous feat," says Cale.

From an HR perspective, she points to the dealership's commitment to its employees and the community, its ability to adapt to change, and the fact that the company sees value in family members gaining work experience outside of the family business. That work experience gives family members a broader perspective and helps them earn respect among their peers, she says.

In addition, Cale points to the company's loyal workforce, a family-like atmosphere, and the "great" insurance plans offered to employees. "The culture at Reynolds' is superb. Their long-term employees are really committed to the company."

"We have, and have had for a long period of time, lots of programs in place that we think are a long-term benefit for employees and, hence, a long-term benefit for us," Gary Reynolds says. For example, the company has contributed annually to a profit-sharing plan since it was first offered in 1982.

The dealership also offers a 401(k) plan with a company match of up to 5 percent of an employee's gross salary, employee health insurance (the company pays 75 percent of the premium after 1 year), dependent coverage (up to 75 percent, depending on length of service), and paid short-term disability coverage (including life insurance), according to Kathryn (Reynolds) Wayland, who is vice president and office manager.

Who: Reynolds' Garage & Marine, Inc.
What: Long-time family business fosters a family-like atmosphere.
Results: High employee morale and loyalty.

Little Things Add Up

While compensation and benefits are important, Wayland and Reynolds say the "little things" also mean a lot. For example, the company buys lunch for employees every Saturday and takes the time to thank employees for a job well done.

Reynolds says he greets employees regularly. "I try never to be so busy that I can't say, 'Hi, and how are you doing?' I think they really appreciate that."

Although the company has created a relaxed, family-like atmosphere, employee expectations are still high. "It's laid back, but you also have to work hard," he says.

Employee morale is also high, Wayland says, noting that happy employees translate to happy customers. Reynolds' continuously ranks in the top 5 percent of Subaru dealers across the country in customer satisfaction, she says.

Tips for Building A Loyal Workforce

Wayland and Reynolds offer the following advice to employers who want to create a family-like atmosphere and build a loyal workforce:

Show employees that you value them. "Be sincere and treat other people the way you want to be treated," says Wayland. Make safety and training a priority.

Demonstrate your willingness to pitch in. Don't be afraid to help out as needed, even if a specific task isn't in your job description.

Encourage open communication. Make yourself approachable if an employee has a problem, and resolve any problems quickly.

HR Tool Box

Make Different Lists For Different Purposes

In the revised and updated book, *Eat That Frog! 21 Great Ways to Stop Procrastinating and Get More Done in Less Time* (2007, Berrett-Koehler), author Brian Tracy gives advice on making lists that will go beyond “To Do” lists and zero in on critical tasks that help you organize your day and get more done.

Master List

First, you should create a master list on which you write down everything you can think of that you want to do sometime in the future. This is the place where you capture every idea and every new task or responsibility that comes up. You can sort out the items later.

Monthly List

You should have a monthly list that you make at the end of the month for the month ahead. This may contain some items from your master list.

Weekly List

You should have a weekly list where you take a couple of hours to plan your entire week in advance. This is a list that is under construction as you go through the current week.

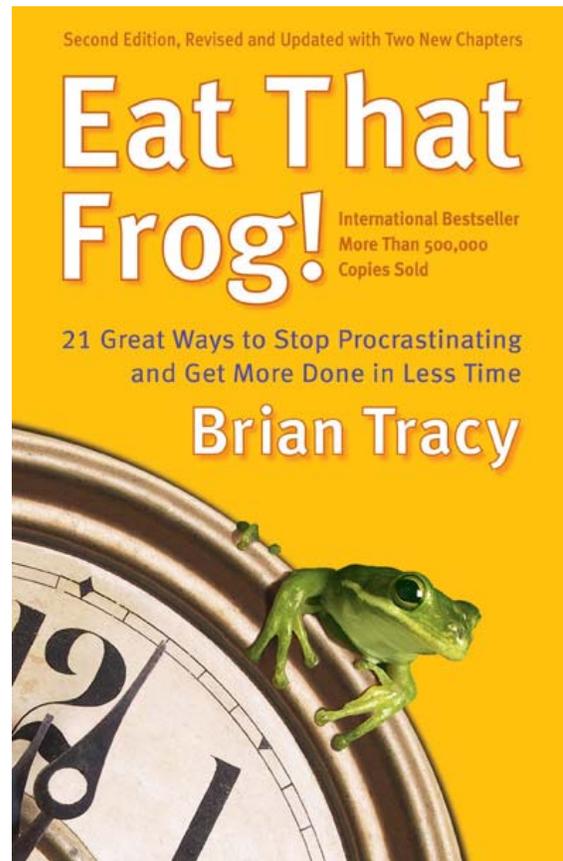
Daily List

Finally, you should transfer items from your monthly and weekly lists to your daily list of specific activities that you are going to accomplish the following day. As you work through the day, tick off the items on your list as you complete them.

This activity gives you a visual picture of accomplishment. It generates a feeling of success and forward motion. Seeing yourself working progressively through your list motivates and energizes you. It raises self-esteem and self-respect.

The results of the list-making, says Tracy, is “steady, visible progress that propels you forward and helps you to overcome procrastination.”

For more information on the book, go to www.bkconnection.com.



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