



HRCA Newsletter



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Our Next Meeting...

BOCCE BALL SOCIAL Free For Members!

HRCA invites you to attend our first Social of fiscal year 07/08. Come out and have some **FUN!**

When: October 29th, 2007
6:00pm

Where: [Campo di Bocce](#)
565 University Ave,
Los Gatos, Ca 95030

RSVP: Ben Wong
skunkworks13@hotmail.com

INTRODUCTION

By Nathan Sanders
President, HRCA

Hello fellow HRCA Professionals of the Bay Area... It's a great time to be a consultant in the Silicon Valley! The job market continues to improve and consulting opportunities are plentiful. What's does all this mean to HRCA? That it's a perfect time for us to work towards the re-building of our membership. This effort will require the introduction of new ideas, technology, and programs; as well as voluntary help from any and all members who can create the time. If you are interested in participating in programs, board meetings, town hall meetings etc. please contact me or Ben Wong. Also, please read the Presidents Message on the following page to learn more about our strategy and goals for the fiscal year 2007/2008.

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PRESIDENT'S MESSAGE

First of all I would like to thank **Merrill Martin** who has recently completed 2 consecutive terms as our President and leader. Merrill is very positive spirit who brings good things to everything he does and I'm sure I speak for all of us when I say that we greatly appreciate the time and energy he has dedicated to HRCA.

Secondly, let me thank all of you who have supported my continued career growth and elected me into the Presidents role for HRCA. I take this opportunity very seriously and am looking forward to this chance to help contribute to the success of the organization.

As this is currently my 4th year with HRCA I have had the opportunity to share, work with, collaborate and celebrate with many of you. I have also had the chance to learn about the history of HRCA and the history of many of our current and past members. I will use this experience and knowledge along with all that I know of our past successes and future goals to drive my focus over the next fiscal year.

I spent a good part of our first quarter meeting with our newly elected board to collaboratively define our focus and goals. The road map these meetings inspired will introduce the following changes and initiatives:

CHANGE - In the past HRCA has delivered anywhere from 7 to 8 programs per year along with 1 Social and 1 Holiday party. While many of these programs have been very successful there are consistently a few programs every year that do not draw a large turnout. As a result we have decided to deliver fewer programs allowing us to focus on the quality and value of each program rather than the number of programs. Our new schedule will deliver 4 **Programs** and 2 **Socials** per fiscal year. In addition we will change the format of the programs. Previous programs have featured 1 Presenter or Subject Expert. Future programs will feature a **Panel** of 2 or more Subject Experts. This will allow our members to capture more useful and applicable information in each of the programs they attend.

CHANGE - This year will be the re-introduction of the "**HRCA Consultants Contacts List for Employers**". Back in the good old days of the BrassRing job fair HRCA use to produce a handout that included the profiles and contact information of all of it's members. This handout was distributed to all of the employers who purchased a booth at the job fair. This year we will create a digital (pdf) copy of our membership's profiles and contact info and we will be distributing it to a large

number of HR Directors and Staffing managers in the Silicon Valley via email. In addition we will be approaching the [Mercury News](#) to discuss the possibility of having a hardcopy of the Members contact list distributed to all of the employers who purchase booths at their job fair.

INITIATIVE - There will be a concerted effort for HRCA to form mutually beneficial partnerships with companies and other organizations in an effort to build our membership and increase our visibility. This will include discussions with [LinkedIn](#), [Silicon Valley's Recruiters Luncheon](#), [SHRM](#), and several others.

INITIATIVE - There will be an upgrade of our current website. We will be redesigning the layout as well as integrating additional functionality that currently does not exist including: on-line billing and membership renewal, an HRCA Blog, On-Line Meeting-Minutes, and increased Member Communication capabilities.

INITIATIVE - The board will be increasing visibility of HRCA non-program activity to our membership through increased communications to the membership with monthly updates, monthly meeting reminders, and quarterly announcements.

Why all the changes and initiatives? Our objective is to add more value to you our current members and to attract new members. We have set a goal for HRCA to triple our current membership by the start of fiscal year 2008/2009.

I now would like to introduce the current board and HRCA Committees Group for fiscal year 2007/2008. The board will include: **Ben Wong** of Brocade as our elected VP, **Beverly Jacke** who will graciously continue her role as Treasurer, and we have split the role of Secretary and have elected **Steve Deem** of Yahoo and **Dan Harris** of VeriSign as Co-Secretary's. The HRCA Committees will include: **Jose Mendoza** who will move into the Membership role. **Greg Pecher** who will continue to manage the important role of Job Postings, and **Terrie Rayl** who will continue to support Website Content. In addition **Merrill Martin** will continue to hold the monthly Town Hall meetings and **Ben Wong** will continue to drive the resume reviews at the Mercury News Job Fairs.

Let's make another successful year for HRCA!

Sincerely, Nathan Sanders

President – HRCA

ARTICLE #1: PASSIVE JOB SEEKER – MYTH OR FACT?

By Terri Robinson



Have you ever wondered what a Passive Candidate/Jobseeker is?

Does it conjure up images in your mind of someone relaxing by a fireplace, feet up, phone at their side, computer nearby with a program checking email every 5 minutes?

Nothing could be further from the truth!

Far from being "passive", the Passive Job Seeker will usually be a high energy person, involved with their industry, attends seminars to improve their knowledge, and loves their job.

You won't find their resume on Monster.com or Career Mosaic or other "job boards" because they are not actively looking for a new opportunity. That doesn't mean they wouldn't "accept" one if it was too good to pass up!

So, how DO you find a Passive Job Seeker? Here are a few suggestions for you:

Sales professionals attend seminars to improve their skills, so look for a seminar in your area and attend some that will have a large attendance.

Talk to the attendees and learn about what they do; what industry they are in. Develop a relationship with ones you feel are a good fit for your company. If you have a job opening, don't do anything so crass as to make them a job offer on first meeting them! But you could casually mention that your company is looking for someone and ask if they could recommend anyone to you.

Ask for their business card and drop them a note letting them know how much you enjoyed meeting them and talking to them.

Attend trade shows for your industry. Find discussion groups especially related to your industry and participate in them, answer questions when you can. www.deja.com is a good place to start - use your industry as a keyword to search. Also www.egroups.com www.onelist.com and www.listbot.com

These are just a few of the ways you can search for a Passive Job Seeker who could be the exact fit for your company. Happy hunting!

By: Terri Robinson

From: recruitersnetwork.net on

Biography: Terri Robinson, President - Robinson & Associates, a recruiting company that specializes in sales and marketing professionals. Terri has been published in Arizona Women's News, Arizona Reporter Online News; interviewed by Recruiting Trends' Newsletter for their Extreme Recruiting column, by Smart Money Magazine, and by Sales and Marketing Management Magazine.

QUOTE

"That leaves 93 percent of "potential" untapped. Humans only use 10 percent of the brain and 7 percent of company databases, yet we're always 100 percent sure of everything. That just doesn't add up "

-Christina Bultinck

ARTICLE #2: THE ABC'S OF STAFFING METRICS

By Kimberly Bedore



As the recruiting profession continues to evolve, metrics have likewise grown in popularity. But although there seems to be a lot of talk about measuring, the truth of the matter is few people are actually measuring — and even fewer are doing it well. Do you know how to implement a metrics-driven staffing program that elevates professionalism by establishing shared accountability, evaluating risk, managing cost, and analyzing productivity?

Metrics are a critical tool that can help staffing attain the level of business partner within an organization. They enable you to speak the language of business by tying the staffing function to business objectives. According to Watson Wyatt's Human Capital Index Study, recruiting and retention can impact a company's market value by as much as 7.9%. That should underscore how critical it is for you to measure the performance of your recruiting function.

Following is a simple formula for establishing a solid metrics program — the ABCs of staffing metrics.

Assess

Take a close look at your current situation and determine whether or not you're capturing the right data. Answer the questions:

- Where are the opportunities with the existing process?
- Where are the greatest pains today?

Consider accountability, risk management, cost management, and recruiter effectiveness and productivity. Be prepared to address the most common challenges. Metrics that fail to align with overall business objectives will hinder your progress.

For example, one organization was measuring the percentage of open positions at any given time. The lower the percentage, the more successful the recruiting team deemed themselves. But upon closer examination,

it was determined that turnover was excessive, even in comparison to the specific industry. Calculation determined that just filling seats was costing the company millions of dollars each year in training new hires and backfilling positions. The lesson learned: make sure the measurements you use to determine your success also consider impact to the bottom line. Take a close look to determine whether or not the metrics you're using monitor accountability of the parties involved in the hiring process. If your goal is to elevate the role of staffing in your organization, then accountability of all parties facilitates a consultative, professional relationship. For example, a common complaint I hear is that dozens of candidates have been submitted and lost due to slow response by managers, or a candidate was hired from a third-party recruiter when the internal recruiters had identified the same candidate. This indicates potential accountability issues with the hiring manager. Quantifying this data objectifies it, making it easier to overcome.

Blueprint

Once you've determined what the goals are, you can build a metrics blueprint that aligns with the corporate objectives. As you develop your program, answer the questions:

How can this lead to better decisions and actions? How does this show impact to the bottom line? Chances are your data analysis will establish four critical criteria:

1. cost
2. quality
3. time
4. satisfaction

The strongest programs combine these criteria to address both performance and contribution to the bottom line. Capturing and analyzing cost can aid in the analysis of vendor and source performance. Combining this with quality data for retained and highly rated performers, you have a new dimension for how to approach sourcing strategy. In other words, the front-end lower cost may actually cost more in the long run due to low performance or turnover. Tie cost data to time-to-fill metrics and you may alter your strategy altogether. The hardest data to capture is satisfaction. The best advice I can give you is to start small and build from there. Remember the constituents for satisfaction are not only hiring managers and new hires; they are also candidates in the process and candidates that declined offers. While the latter two categories are the most difficult to capture, the responses can be revealing. Dr John Sullivan provides a solid blueprint for capturing satisfaction information in his article, "Are Managers

Satisfied with Your Recruiting?"

As you develop your metrics blueprint, keep in mind that the metrics should take into account information that's important to your organization. There is such a thing as over-measuring. It's more important to capture the right data than to measure everything.

Continuously Evolve

Once you've designed your metrics blueprint, start capturing the information and leveraging it for continuous evolution. Engage your staff in the design, implementation and analysis of data. Getting their input will impact the overall success of your program.

Focus on the business objectives outlined in your blueprint, and use the information you've gathered to identify areas of weakness. Set periodic reviews to modify your course. Metrics are not a one-time-a year event; they're a tool to be used as a compass point for steering success.

Finally, start with one or two metrics and gradually increase as you and your team become more comfortable.

Following this simple formula, you can create a metrics program that helps quantify recruitment for management, and fulfills today's needs while planning for tomorrow.

For additional information on the staffing metrics topic, be sure to visit www.Staffing.org which has been a pioneer in the field of staffing metrics for several years now.

By: Kimberly Bedore

From: recruitersnetwork.com

Biography: Kimberly Bedore is a consultant who develops and implements staffing solutions for clients, resulting in increased efficiencies and significant cost savings. She uses her wide range of recruiting experience to provide companies with a wealth of information related to sourcing and sourcing strategies, recruitment training, and the implementation of solutions and metrics that enable a higher degree of staffing effectiveness.

ARTICLE #3: YES, YOU ARE A CONSULTANT

By David Earle



When we write about staffing leadership and selling staffing services to other departments in the organization, we're assuming a change in mindset. Instead of reactive order processing, we're assuming proactive, consulting-type services. Although Nick Burkholder, the founder of Staffing.org, and other experts have been preaching this for years it's still unfamiliar territory for many in HR. In Nick's words:

Consulting skills, getting your customer to "help you to help them" is, hands down, the most important skill for a human resource professional to have. Some HR professionals and particularly some HR executives reject the notion of being a consultant. Before arguing pro or con we should understand just what a consultant is. The most widely accepted definition says that a consultant is someone who:

- *Partners with a client to achieve a goal*
- *Succeeds through influence rather than control*
- *Can play several different roles*
- *Frequently operates in someone else's territory*
- *Adds value*

What processes do consultants use to achieve these ends? Logical and straightforward ones, it turns out, embodied in the kind of dialogue or conversation we've been urging you to have with your client hiring managers. How many of them characterize your own, and your colleague's work?

Stage One – Opening an assignment file and establishing or re-establishing rapport with the client. This requires dialogue until a mutual understanding is reached about what the client needs. This validation process is the foundation of the engagement, is absolutely essential to its success, and continues throughout all consulting stages. Without it, HR is just rough-matching pegs and holes.

The second part of this stage, after the project needs have been made clear, requires HR to articulate what it needs to make the contract succeed. For example, HR cannot be expected to produce outstanding results with inadequate financial resources, arbitrary time constraints, and little ability to communicate with the client over the life of the contract. A client's inadequate understanding of HR's requirements will be as damaging to the contract as an inadequate understanding of the client's needs.

Stage Two – Data Collection and Analyses. Regardless of the current or prior relationships with clients it's crucial to understand the current challenges and situations they faces – even beyond the scope of the HR work you are being asked to deliver. In an era of rapid change, today is seldom yesterday, and while things may appear to be the same, they may very well not be. Often what the consultant uncovers here are the factors and motivators that are driving the needs agreed to in Stage One.

This is also the stage where potential “what if” problems are uncovered and worked on. Whether or not the client's needs and HR's needs mesh happily at the onset, there will be problems, possibly beyond your control: e.g. market forces, financial pressures, timing issues, and institutional roadblocks. Problems are inevitable. What differentiates between success and failure is how the consultant responds to them. If he does not work through alternative scenarios in advance, or fails to acknowledge that problems will occur (the ostrich syndrome), then he will pay a price when the inevitable does occur.

As part of this envisioning process, the consultant also starts work through solutions. He works hard to be solution oriented, not problem oriented. As the potential solutions become clear he also makes a final review of the contract to make sure that he's learned everything he needs to about the client's situation and that he's identified what resources are available and how to access them if they are needed.

Stage Three – The consultant then formalizes his

contract to the client. This starts with a restatement of the client's needs and ends with a confirmation of the deliverable, the resources necessary to create the deliverable, and the final timeline. If the first three stages are conducted properly there need be no anxiety associated with presenting the contract. The contract itself, arrived at through this proven methodology, should produce no surprises or resistance from the client.

But wait! What's going on here? This all sounds like a multi-day set up for each requisition, and you've got 150 requisitions from 14 hiring managers piled on your desk. Who can possibly have time for all these stages?

The answer is, of course, that you don't. And we don't expect that you do. **What we're advocating here is a systematic thought process and as much dialogue as you have time for.** Fifteen minutes of conversation, or a quick lunch, with a hiring manager you know well may set up some contracts perfectly adequately. In other cases, a dozen contracts may have to be treated as a single group. In still other cases, the client may simply brush you off with a curt “Look, I don't have time for this. Just fill the __ reqs!”

Stage Four – Execution. Many people are surprised that execution, the actual work, is fourth out of five steps, and comment that this appears to suggest the “all talk and no action” syndrome that never accomplishes anything. Being fourth out of five in no way means that getting the work done is not paramount. Rather it means that the work is so important that there are three preceding stages to insure that it is completed successfully.

Don't let the busyness of the execution stage cause you to forget about what was determined in the three previous stages. Review your contract, check in with the client. If the execution isn't going well, stop and run an assessment. What's wrong? Is there some organizational dynamic that has intruded? Has the recruiting market tightened unexpectedly? Don't fall victim to the problem; fix the problem. Give a heads up to your client and tell him your workaround.

Final Stage – Evaluation, Reporting, and Change. The first level of evaluation is very simple. Did you deliver what you and the client agreed to? Did you deliver on time and according to quality, time, and resource standards? You can determine this yourself as you review and close out the assignment, but the most important feedback is obtained by simply asking the client, “Are you satisfied?” Ask the question soon after completing the assignment. Whether the feedback is good, bad or indifferent, the sooner you ask the question

the better.

A few simple notes including lessons learned are sufficient for many assignments but those that were long term, complex, or used significant resources, should be closed out with a brief written report to the client and other appropriate constituencies.

It's always a good idea as well to touch base with the client six to twelve weeks after the work was completed to get their final evaluation. This will give you an idea of the lasting value of your work, and also how the client will remember it – and speak of it to others. Save your consulting records and refer to them when you have similar assignments or are working with the same client again.

Our experience has been that most well run HR and staffing departments are already working with this formal consulting process to some degree or other already. If that is so, then it needs only to be built out, given formal blessing, and applied consistently. Superior consulting skills **will** produce superior staffing results over time.

For further information, see our 2007 Benchmark Report write-ups on the contracting phase of Time-to-Fill and other metrics.

By: David Earle
From: *staffing.org*

QUOTE

"The best executive is one who has sense enough to pick good people to do what he wants them to do, and self restraint enough to keep from meddling with them while they do it"

-- Theodore Roosevelt

ARTICLE #4: THE C STRATEGY TO GET "A" LEVEL PERFORMERS

By Peter D. Weddle



Stripped of its embellishments, recruitment is an exercise in persuasion. Its purpose is to sell an employer to an extraordinary candidate. Not any candidate, not an average candidate, but a person who is among the best in their profession, craft or trade. Why? Because "A" level performers are much more productive than their mediocre peers. According to the McKinsey & Company report called *The War for Talent*, they provide a 50-100% performance premium to their employers, adding significantly to sales booked, customer satisfaction, quality of output and internal morale. In other words, selling "A" level performers on the value proposition of your organization as an employer is the key to winning ... not only the War for Talent, but the War for a Big Bottom Line in today's hyper-competitive markets.

Which begs the question: how do we sell to "A" level performers? In my view, it takes an understanding of two key factors:

- First, we have to recognize that the best and brightest have choices. They are highly valued by their current employer and sought out by other organizations all of the time. To be successful, therefore, we have to "out-sell" both. We have to develop and communicate a value proposition that is so persuasive it compels top talent to buy into our employer, even in the face of all of that other competition.
- Second, we have to recognize that consumers, but especially fickle consumers (and that's precisely what top talent is), want a lot of detailed information about the product they are

being asked to buy. And increasingly, they are turning to the Internet to find it. According to David Leonhardt of *The New York Times*, as people get closer to a buying decision, they switch from looking at ads on television and in magazines to conducting research online. Said another way, they move from general, emotional appeals to specific, objective information about a product's features and benefits.

What do these two factors mean for us? If we want to increase our yield of high caliber talent, we have to "out-sell" the competition with facts presented online. Where and how should we do that? I recommend an approach I call the C strategy. That's right. Use "Cs" to get "As." Here's what it involves:

Compelling job postings. "A" level candidates are not going to be persuaded by the electronic equivalent of a three-line classified ad or by the bureaucratic language of a position description. To sell the best talent, our job postings have to act like "electronic sales brochures" and include enough information to (a) answer candidate questions before they ask them and (b) convince them to do what they don't want to do: change (from their employer to yours). Luckily, the average commercial recruitment site will permit you to post up to 1,400 words in a job ad; that's the equivalent of two typed pages of text. Use every word.

Comprehensive career sites. "A" level candidates don't visit a career site to look at jobs, they visit it to look at the employer—its culture, values, mission and career advancement opportunity. In short, they want to know whether they'll fit in and move up in their profession, craft or trade. They'll look at the job postings, but only if they first find the employer's value proposition appealing. To optimize the impact of that message, (a) tailor it to the specific cohorts of the workforce that you are trying to recruit and (b) use their vocabulary, not internal corporate jargon or the language of formal business communications. Remember, your career site isn't a memo to the boss; it's a sales pitch to some pretty tough customers.

Conversation. "A" level candidates hate soliloquies. They much prefer dialogues. To recruit them, therefore, we must supplement the "talking at them" we do in our job postings and on our career sites with some listening and "talking with them." For example, you might (a) launch a blog on your corporate career site where you can offer a personal perspective on the culture and potential of your employer and respond to candidate

comments and questions and/or (b) e-network with prospects by participating in online discussion boards and forums on sites that cater to your target demographic (e.g., commercial career portals, professional associations, alumni organizations, affinity groups).

Continuity. "A" level candidates want to be wooed. They want an employer to invest in developing a relationship with them, to care enough about recruiting them to spend the time and effort they need to build familiarity with and trust in your organization. To do that, you can (a) invite those who read your job postings to opt-in to a periodic e-mail communication that both provides additional information about your employer and offers tips and insights to help them advance their career and (b) promote your organization's employment brand—its special attributes for "A" level performers—where the candidates you want to hire hang out online.

Corrected commentary. American consumers (to include "A" level candidates) do not judge a product (whether it's a new car or a new employer) based solely on their own observations of its merits. Instead, they are strongly influenced by the opinions of others around them. As a case in point, consider the U.S. automobile industry. Their product is now arguably as good as that produced by foreign manufacturers, but in many cases, our neighbors don't think much of it. Your friends next door will probably gasp when a new BMW pulls into the driveway, but they're likely to have a very different reaction when you pull up in a Pontiac. And that reality influences what consumers ultimately buy and what they don't. It's imperative, therefore, that employers do whatever they can to ensure accuracy in the opinions expressed about them online. The goal is not to get into a debate, but rather, to offer the employer's side of the story whenever inaccurate or negative comments are posted online about the employer on blogs and at sites such as Vault.com's Electronic Watercooler.

Today, out-selling the competition for "A" level performers is a core competency of business success. That's not hyperbole; it's reality. It is the only way we recruiters can win the War for the Best Talent, and our victory is the only way our employers can win the War for a Big Bottom Line.

By: Peter D. Weddle
From: *careerjournal.com*

ARTICLE #5: WATCH FOR THE NEW AND IMPROVED 401(K)S

By Martha M. Hamilton



What's in your 401(k)?

Chances are that whatever it is, your options may change soon as employers try to come up with ways to improve their offerings to workers.

Two trends are driving the shift. One is litigation by employees complaining that fees are too high or that they have been misled into holding too much corporate stock. The other is the concern that workers may not be earning enough through their investments to provide a decent retirement income -- especially as retirement savings plans supplant, rather than supplement, traditional pensions.

The number of different investment choices in retirement savings plans appears to be leveling off in the high teens, and even that number may be misleading since some of the offerings are just variations on the same life-cycle theme. Life-cycle or target-date funds adjust from more aggressive to more conservative based on the participant's age. So an employer may offer life-cycle funds with different retirement dates -- for example, 2010, 2015, 2020 and 2025.

"On average, plans that offer target maturities are offering seven funds in that mix," said Pamela Hess, director of retirement research at [Hewitt Associates](#). "If you strip that out, the average number of offerings is only about 12."

Employers have begun turning away from offering larger numbers of investment alternatives because they found that too many choices caused some employees to freeze and to stash their money in easily understood money-market funds, where it earned low returns. "We see so many people who say, 'I'm going to make this decision now, and I'll revisit it in 60 days.' Six years later, they still haven't done anything," said Jamie Cornell,

senior vice president of marketing at [Fidelity Investments](#).

Although target funds don't guarantee a financially healthy retirement, they help investors get more diversified portfolios than they might select on their own. Many investors plow almost all their money into conservative investment choices, such as bonds or money-market funds, and barely stay ahead of inflation. Others invest too heavily in risky assets, such as too much company stock.

Five years ago employers "tended to add investment options to allow employees to diversify," but now they're streamlining, said Amy Reynolds of [Mercer Human Resource Consulting](#).

One approach to the best of both worlds is to offer fewer choices, but make one of them a brokerage window. By using that choice, plan participants who want a wider variety of offerings can invest in individual stocks or mutual funds not offered by their employers, although they would pay fees to do so.

In addition to target-date funds, an increasingly attractive option for employers is a type of non-brand-name mutual fund known as a collective fund or a collective-investment trust, which costs less. Fees can take a big bite out of return on investment, which is why some workers have sued their employers over fees they say are too high and not properly disclosed.

Like mutual funds, a collective fund pools investments into a single portfolio. But collective funds aren't open to everyone. They're available only to participants in qualified retirement and government plans. For example, a fund might be available only to employees of a single company. A bank or trust company manager directs the investments. The funds are not regulated by the [Securities and Exchange Commission](#), but they are overseen by banking regulators. Because they aren't sold to retail investors, they save on administrative and marketing costs such as advertising and operating toll-free telephone operations.

One trend that almost everyone applauds is the attempt to prevent employees from investing too heavily in company stock, in some cases by restricting the amount of company stock that employees can buy, said Stephen P. Utkus of Vanguard's Center for Retirement Research.

Hess, of Hewitt Associates, said that about 45 percent of plans offer company stock but that fewer employers limit their matching contributions to company stock.

Employees continue to sue their bosses because they got stuck with stock that suddenly plunged in value. For example, employees of [Countrywide Financial](#) claimed that management failed to warn them of the financial problems that resulted from its risky lending practices, causing them to suffer hundreds of thousands of dollars in losses when the company's stock price plummeted. So employers are limiting participation in company stock as a form of litigation insurance.

Other trends we'll see more of in future retirement savings plans include automatic enrollment to help more workers become participants, Roth accounts in 401 (k)s, and some types of annuities offered as options to ensure that participants won't outlive their savings.

Like most 26-year-olds, 401(k) plans are still becoming what they will be.

If you are an individual who has been turned down for long-term care insurance and would be willing to talk about it on the record, please e-mail hamiltonm@washpost.com.

By: Martha M. Hamilton
From: [Washingtonpost.com](#)

Biography: Martha is a long standing business columnist from Washington.

QUOTE

"He that gives good advice builds with one hand; he that gives good counsel and example builds with both"

--Francis Bacon

ARTICLE #6: RISK OF CALIFORNIA RECESSION "LIMITED"

From San Francisco Business Times



The risk of California falling into recession over the mortgage crisis is limited because the state's job growth is fueled by tech and health care, said Keitaro Matsuda, senior economist for **Union Bank of California**.

Jobs lost in construction and financial services, largely the mortgage business, have been offset by education and health services, government hiring and leisure and hospitality. California and the West Coast are Hawaii's biggest market for tourism.

The Union Bank (NYSE: UB) economist also notes that the pullback in home prices in California has been "modest" compared to the gains achieved during the housing boom.

"The fastest-growing industries in California have a weak correlation with the housing sector," Matsuda said. "The steady growth of the health care industry is largely driven by changing demographics.

"Rising home prices did not necessarily cause consumers to seek medical attention -- except, perhaps, for the severest cases of sticker shock.

"The technology sector, which has lately buoyed the economy of the San Francisco Bay Area, is known for its unique business cycle and pretty much marches to its own drum," he said. "As long as service-sector job growth continues, the probability of a recession in the state seems to be limited."

The chief economist at **Bank of America** (NYSE: BAC), California's largest bank, went one step further earlier this week in saying he doesn't see the United States going into recession over the mortgage crisis.

In a column for the Wall Street Journal's editorial pages Oct. 9, BofA's Mickey Levy pointed to businesses' strong balance sheets and their ability to withstand weaker product demand without pulling back on hiring and investment. He also noted the nation's growth in exports and consumer spending that's supported by rising incomes.

"Next year, we will look back and once again marvel at the flexibility and resilience of the economy," Levy said.

From: *San Francisco Business Times*



Silicon Valley Recruiters' Luncheon

Want to build your social network and increase your exposure to opportunities in Recruiting?

Check out the **Recruiters Luncheon** on the **First Friday** of every month hosted by Susan Welsh at **Michael's Restaurant** in Mountain View.

For more information visit:

www.siliconvalleyrecruitersluncheon.com

2007/08 CALENDAR OF EVENTS

October 29th, 2007 (Monday)

SOCIAL

THE "NEW" - BOCCE BALL SOCIAL

When: 6:00 PM

Where: **Campo di Bocce**
565 University Ave,
Los Gatos, Ca 95030

To RSVP: please call Ben Wong at 510.432.0287 or email him at: skunkworks13@hotmail.com

Tuesday, November 6th, 2007 (Tuesday)

Board Meeting

HRCA Board meets to discuss current issues

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

Tuesday, November 13th, 2007 (Tuesday)

Town Hall Meeting

HRCA members meet to discuss/share job opportunities

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Merrill at 408-349-3248 or email him at: merrillm@yahoo-inc.com

Day TBD, November TBD, 2007

PROGRAM

Financial Planning for Contractors and Consultants

Come learn how to manage your finances & taxes as a contractor.

When: TBD

Where: TBD

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

Tuesday, December 4th, 2007 (Tuesday)

Board Meeting

HRCA Board meets to discuss current issues

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

Tuesday, December 11th, 2007 (Tuesday)

Town Hall Meeting

HRCA members meet to discuss/share job opportunities

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Merrill at 408-349-3248 or email him at: merrillm@yahoo-inc.com

Tuesday, January 8th, 2008 (Tuesday)

Board Meeting

HRCA Board meets to discuss current issues

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

Tuesday, January 15th, 2008 (Tuesday)

Town Hall Meeting

HRCA members meet to discuss/share job opportunities

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Merrill at 408-349-3248 or email him at: merrillm@yahoo-inc.com

Tuesday, February 5th, 2008 (Tuesday)

Board Meeting

HRCA Board meets to discuss current issues

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

Tuesday, February 12th, 2008 (Tuesday)

Town Hall Meeting

HRCA members meet to discuss/share job opportunities

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Merrill at 408-349-3248 or email him at: merrillm@yahoo-inc.com

Day TBD, February TBD, 2008

PROGRAM

Improving your Communication/Phone Skills and Managing Recruiting Conversations

Come learn how to manage your finances & taxes as a contractor.

When: TBD

Where: TBD

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

Tuesday, March 4th, 2008 (Tuesday)

Board Meeting

HRCA Board meets to discuss current issues

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

Tuesday, March 11th, 2008 (Tuesday)

Town Hall Meeting

HRCA members meet to discuss/share job opportunities

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Merrill at 408-349-3248 or email him at: merrillm@yahoo-inc.com

Tuesday, April 1st, 2008 (Tuesday)

Board Meeting

HRCA Board meets to discuss current issues

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

Day TBD, April TBD, 2008

SOCIAL

HRCA Social – Bowling

Come celebrate with the HRCA membership at our bowling social... Let's have some fun!

When: TBD

Where: [STRIKE](#)

To RSVP: please call Jose Mendoza at 408.710.1983 or email him at: jmendoza@sirf.com

Tuesday, May 6th, 2008 (Tuesday)

Town Hall Meeting

HRCAs members meet to discuss/share job opportunities

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Merrill at 408-349-3248 or email him at: merrillm@yahoo-inc.com

Tuesday, May 13th, 2008 (Tuesday)

Board Meeting

HRCAs Board meets to discuss current issues

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

Day TBD, May TBD, 2008

PROGRAM

Internet Sourcing & Technology Panel

Come learn about the latest tips, tricks, and tools for internet sourcing.

When: TBD

Where: TBD

To RSVP: please call Dan Harris at 707.373.6896 or email him at: dharris@verisign.com

Tuesday, June 3rd, 2008 (Tuesday)

Town Hall Meeting

HRCAs members meet to discuss/share job opportunities

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Merrill at 408-349-3248 or email him at: merrillm@yahoo-inc.com

Tuesday, June 10th, 2008 (Tuesday)

Board Meeting

HRCAs Board meets to discuss current issues

When: 6:30 PM

Where: FAZ Restaurant
1108 North Mathilda Ave.
Sunnyvale, CA

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

Day TBD, July TBD, 2008

PROGRAM

John Sullivan's Program (TBD)

Come learn about the future of recruiting from one of the Recruiting industry's most respected Strategist

When: TBD

Where: TBD

To RSVP: please call Nathan Sanders at 408.843.0100 or email him at: nathan@bridgenex.com

BECOME MORE ACTIVE IN HRCA

- **Join the HRCA Board of Directors.** It is a great way to meet dynamic, interesting HR professionals engaged in business and market issues and increase your profile in HRCA and the HR & Staffing community. For more information, please contact Nathan Sanders, HRCA President, at nathan@bridgenex.com or 408.843.0100.
- **Submit articles to the HRCA newsletter.** If you've written something recently and would like to share it with other interested HR professionals, please contact Nathan Sanders, Newsletter Chair, at nathan@bridgenex.com or 408.843.0100.
- **Share ideas for future HRCA meetings.** If you have an HR, Staffing, Policy, or subject area you would like to learn more about, please contact: Ben Wong, HRCA Vice President, at skunkworks13@hotmail.com or 510.432.0287
- **Advertise in the HRCA newsletter.** Advertising in this newsletter is a great way to connect with people in the HR Consulting community. For more information, please contact: Nathan Sanders, Newsletter Chair, at nathan@bridgenex.com or 408.843.0100.

THANK YOU TO: The HRCA Board & Committee of 06/07

HRCA would like to thank Don Eblen and Ruby Bal for their help and efforts as board & committees members for the 2006/2007. Both did a tremendous job!

JOIN HRCA!

If you are a Human Resources professional with the knowledge, experience and desire to join and strengthen our association, we encourage you to become a member of the Human Resources Consultants Association. Just visit us online at: www.hrca.com and fill out the membership application form, you'll also find a regularly updated directory listing of all members. If you are not a member, we encourage you to complete the membership application form and submit the appropriate membership dues to:

HRCA Membership
P.O. Box 1089
San Leandro, California 94577-012

Membership Dues are currently \$150 for regular membership. HRCA membership year runs from September 1st to August 31st.

For more information, please visit our web site: www.hrca.com or contact "Jose Mendoza" at jmendoza@sirf.com

DON'T FORGET ABOUT THE HRCA JOB BOARD

Login at:

<http://hrca.com/jobs/cgi/database.cgi>

Are you a member but don't know the username and password?
Contact: Greg Pecher at: gregpecher@sbcglobal.net

ABOUT HRCA

The Human Resources Consultants Association is devoted to providing client companies with a selection of HR Consultants with a vast array of specialties including staffing, benefits and compensation, diversity, HRIS, outplacement, training and development, and organizational development. Our association provides a forum for our members to communicate, associate, and learn from fellow HR professionals on a national level.

Find out why you should join by contacting:

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San Leandro, California 94577-0126
Fax: (510) 553-0402
E-mail: hrca@comcast.net

www.hrca.com