

HRCA Newsletter

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2002

November/December 2002 HRCA NEWSLETTER

SUMMARY & INTRODUCTION

James Duran

You blinked! Now it's December and this is the 6th and last newsletter for 2002. Suffice it to say that few are complaining about the end of this trying year. I'm proud to say that more of you are contributing by sending me articles or subjects to write about. Keep it up, article submissions for the newsletter can be forwarded to me directly at jamesd@duranhcp.com This issue of the Newsletter is packed with content, don't try to read it all in one sitting. Put it aside after reading a couple articles and come back to it, to do it justice.

This issue begins with a summary of Eric Lane's top ten list on "Getting the Gig" from our October meeting. It's followed by a companion article by Cheryl Hannon, VP HR at iManage, which we're calling "Part Two of Getting the Gig." Our feature article begins with an announcement on the Dan Eastman Lunch & Roast commemorating his retirement, and is followed by a brief bio of his career and an interview with Dan. Don't miss Dan's pearls of wisdom, as it's a chance to get 50 years of information and experience distilled into one insightful article. For more announcements, Bev Auton has prepared a preview of the February meeting which will feature Ron Garrity. Mr Garrity is an attorney who will enlighten us on various legal updates. This month's website(s) of the month article, includes information on a couple of real

important sites related to Money and 401Ks from the HR & Recruiting perspective. You'll want to refer candidates and employees to these sites to keep informed about various financial tools. In an educational vein, I have authored an article on Closing Offers with candidates which is something we can only get better at. Next, you'll find a current **Calendar of HR and Recruiting Events** for 2003. I'm happy with the quality of this list which I think you can use to plan your entire year of professional events, trade shows, seminars, etc. Two of our members died this year, Jim Lewis and Chris Vazquez. We share some comments on Jim Lewis by his friend and neighbor, Frank Goudaillier. As if this isn't enough, I have included some final rantings on unemployment for the year and the future employment outlook in Silicon Valley. Merrill Martin has contributed our final article for this issue on the Job Leads group sponsored by HRCA. Remember to send me articles, reviews, and comments for future newsletters. If you can't share your wisdom, give me some relevant information. Happy New Year! Let's celebrate because the trying year of 2002 is about to become history. Ciao!



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HRCA Professional Development Seminar Summary "Getting the Gig"

Edited By James Duran

Our professional development seminar/October meeting led by Eric Lane, Director of Staffing at Intuit was a huge success. Over 50 members and

guests attended the meeting. For those of you who were unable to attend, here's a summary of Eric's Top ten things to do to survive as a recruiter/HR Consultant in the new Economy...

- 10 Consider real Estate... If you don't love it, get out... Now!
- 9 Make a job of networking
- 8 Help others get a position on your way to a new role
- 7 Put a face with the name & background
- 6 Provide a segment of the total solution
- 5 Tune up your skills
- 4 Change your price... and let people know it
- 3 Become part of "HR"

- 2 Provide Service... Both outcome process and style
- 1 Get lucky... By making your own luck

I suppose everyone was looking for a silver bullet, but all Eric had for us was a roadmap for more hard work just to get a job...

In lieu of interpreting though, I'll simply comment on number 4, "Change Your Price". According to Eric, the going rate today for a good Sr. Contract Recruiter in the valley is \$50-75/hr. with a likely range of \$60-65/hr. Obviously, that's below the historic highs we saw in 2000 and early 2001 where people were getting as much as \$120 to \$150/hr. Remember the golden rule of Economics - Supply & Demand? Apparently it rules in this economy!

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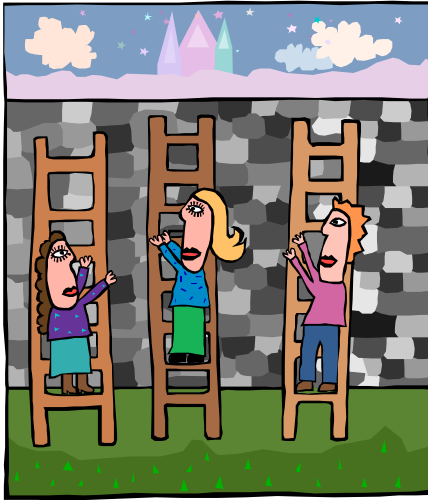
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Getting the Gig Part Two

Cheryl Hannon

(As a supplement and companion piece to the Eric Lane presentation, Cheryl Hannon, VP of HR at iManage offers some sound advice on how to conduct a successful job search. This piece comes to us via Terrie Rayl.)

I'd like to offer some aspects of my own job search, in the hopes that others might benefit. I really want everybody to win in this job market! Here is what I've done and what I've learned:

I approached my job search as a project with a strategy, milestones, and a timeline. I made sure I was productive, and I could easily review my efforts and change course when needed.

Perfect Your Elevator Pitch

Elevator Pitch - I worked to come up with a clear, concise summary of what I want to do next. For example, I'm interested in a role comprised of business partnership and HR leadership. I made sure I could explain this simply and quickly to anyone who would listen to me, regardless of their understanding of HR.

Create a Spreadsheet to Track Activity

I created a spreadsheet to track activities and their status. I included factors by which to evaluate each opportunity as a fit for me (role, executive staff, levels to the top, industry, stability, manager, size, package, and commute). I rated each factor for each opportunity High, Medium, or Low, and I listed comments for each opportunity as I had them. This provided a quick look at what kinds of things are out there and where I fit best, or don't fit, and why.

Ask for Resume Feedback

I asked for objective feedback on my resume from a couple of different perspectives - a person who writes for a living, a very seasoned headhunter, and someone who recently received executive outplacement. One thing I learned was to prepare "**SOARS**" for my past positions. You summarize the **Situation, Obstacles, Activities** you performed to address the issues, and the **Results** of your efforts. I only did this for the last few positions I've held, but it helped me clearly capture the circumstances and my contribution. I think this exercise contributed to me being a better focused and more effective interviewer.

Networking Requests, Be Specific

The more I network, the smaller the world becomes. I'm amazed at the connections, who knows who, no matter how remote. When I meet people and am asking for help, I try to be as specific as possible. I used to ask people to remember me if they heard of an opportunity. That didn't work well for me, so I've been asking if they know this person, know anything about this company, if they would introduce me to someone else, etc. This has been much more effective for me than a vague

request for support. People like to feel helpful and, the more clear I am, the more comfortable they are trying to help, and the better the results.

Do the "Harder" Networking

I learned a hard lesson about networking. I'm actually very shy and don't naturally extend myself to meet new people. In addition, I don't like to sell myself. I found I was doing the "easy" networking, spending time with people where it was fun or fairly comfortable. Someone told me to set a goal of meeting with at least one hiring manager per week. This is hard!! But it pushed me to spend my time where I might get the best results.

The Value of Face to Face Contact

Also, while it is much easier for me to communicate via e-mail or by leaving voicemail, I really started to reap the benefits when I made live contact with people. As difficult as it is for me, I make more of an impression when I'm able to communicate live, preferably face to face. This was another difficult goal I set for myself. When I met someone and succeeded in making a favorable impression, I often received valuable support in return.

Give Back

One other note about networking. I try hard to give something to those with whom I network; a product. If someone invests in me, I try to give them a clear return on their investment. Here is a specific example. I went to an HR Symposium, where I received soft copy of something called Silicon Valley Projections. It gives a lot of information about the next ten years in Silicon Valley. I've sent it to many in my network, thinking they might find the projections interesting and/or useful.

Continued...

Modify your Resume with Feedback

I learned to treat my resume as a dynamic document. As questions or confusion comes up related to my resume, I modify it.

Practice Answers to Hard Questions

I've built a Q&A of interview questions that are hard for me to answer or where I hesitate. I've thought through the answers carefully and "practiced" so I feel comfortable responding. I've also built a list of questions I tend to ask myself, modifying it based upon the opportunity I'm seeking.

Rank Yourself Against Job Requirements

Each time I get a job spec, I save it as a Word document and evaluate myself against the requirements. I list specific examples of where I meet the requirements. This helps me know whether or not I really am a fit for the job. I've also sent the document to the headhunter and/or hiring manager, with a favorable response. It makes it easier for them, and one of my goals is how do I make it easy for someone to consider/help me?

Research via the Web to Prepare for Interviews

I use the web a lot to research people, companies, headhunters, etc. When I interview for an opportunity, I prepare a one page bullet document outlining context and key messages I want to convey. This has helped me a lot in keeping organized and focused during interviews.

How to Decide on Opportunities

I created a decision making spreadsheet assigning weights to each of the factors important to me, and I assigned numbered ratings for each factor of each opportunity. This clarified what is most important to me (some of it changed over time!), and it showed me where I was confused.

Your Reference List

I built an extensive list of references from several perspectives – those for whom I've worked, those who have been peers or colleagues, and those who have worked for me. I represented a variety of companies for which I've worked, going back as far as twelve years ago. In the document, I bolded company names, explained in what capacity the individuals know me, and included a link to their e-mail address wherever possible. I worked to make the document user friendly.

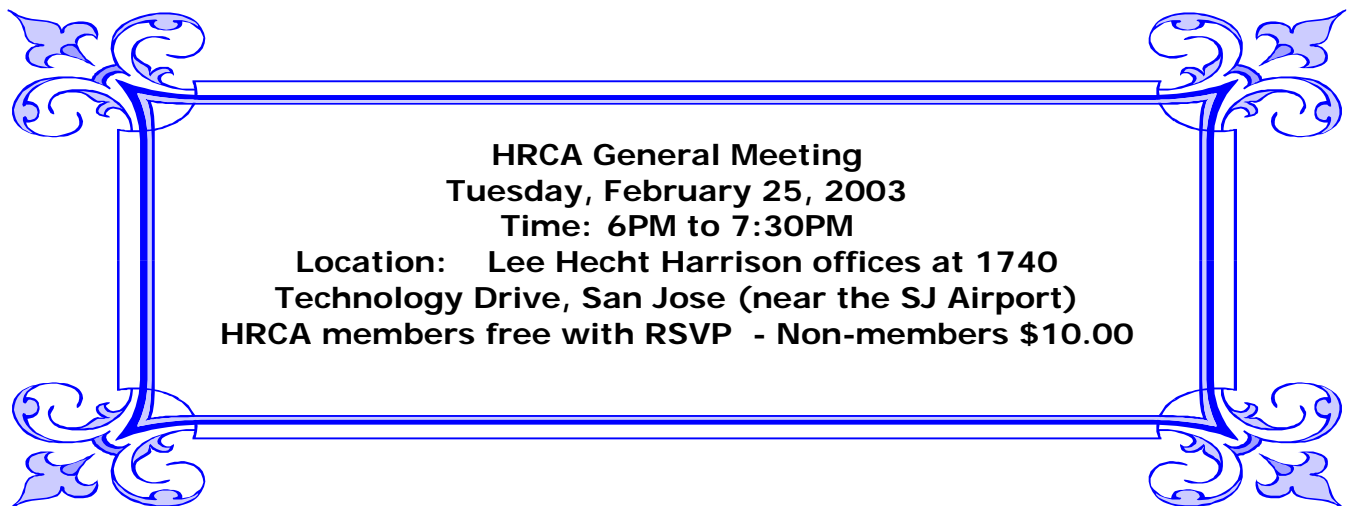
How I Found my Newest Job

As for how I got the job at iManage, a person with whom I'd worked at a previous company introduced me to one of Spencer Stuart's senior partners. The person generously spent a couple of hours with me. He then introduced me to some other senior HR people in Silicon Valley whom I'd not yet met. I met with them individually, in person. One of them was contacted regarding a focused search for a select few candidates. He referred me in, where I otherwise would never have known about the opportunity.

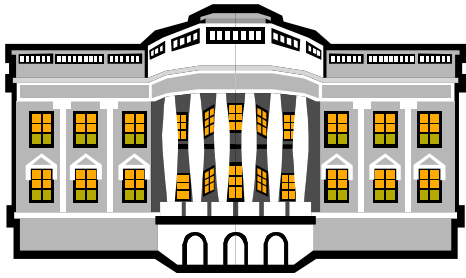
Treating your Relationships with Respect

I work hard to value and treat my relationships with the utmost respect, and I think I've benefited immeasurably. I'm so grateful for all I've learned through this search and for the tremendous support I've received. I hope you'll see this information in the spirit in which it is intended. I'm extremely thankful, and I'm hoping to share help with as many others as possible.

Keep in mind what causes you to take pride in your profession and your work, what sets you apart, and hold your chin up high because of it. I'm rooting for each and every one of you!



HRCA General Meeting
Tuesday, February 25, 2003
Time: 6PM to 7:30PM
Location: Lee Hecht Harrison offices at 1740
Technology Drive, San Jose (near the SJ Airport)
HRCA members free with RSVP - Non-members \$10.00



HRCA's 1st Meeting of 2003 Feb 25, 2003 LEGAL UPDATES

A topic for all recruiters and generalists either employed or searching for a job in California.

Bev Auton

New laws effective January 1, 2003 or earlier include: Reference Checking (AB 1068, AB 2868); Discrimination (AB 1599). Family Temporary Disability Insurance (SB 1661); Absenteeism Control (AB 1471); Layoffs and Business Closures (AB 2957). How are you going to keep up?

There are many new cutting-edge employment laws and rulings that apply specifically to California employers. Join us at our February 25 interactive meeting to get detailed information on how these changes will effect you and your clients.

Mr. Ronald F. Garrity, (Garrity & Innes, A Professional Corporation Attorneys at Law in San Francisco) will be addressing the

new changes to California labor laws with our members in an interactive discussion.

Mr. Garrity's expertise in labor and employment law, combined with his practical knowledge of human resources, enable him to provide pragmatic and effective advice to employers. Client education, proactive employment and labor policies and early identification of potential problems can prevent the time and cost expenditures of most litigation.

Since 1983, Mr. Garrity has offered comprehensive advice to companies on key labor and employment law matters, including wrongful termination, drug testing, plant closures, leave of absence requirements, discrimination, harassment, affirmative action, privacy issues, proprietary information, wage and hour matters, and union relations. His clients have ranged from small corporations to multi-national corporations.

Mr. Garrity knows the value of instituting sound employment practices in businesses and he has orchestrated the implementation process -including helping businesses write employee handbooks, draft communications to employees, and prepare for governmental investigations and audits. He becomes part of the company's team and is sen-

sitive to the employer's business needs.

In this continually changing area of law, Mr. Garrity is recognized for his ability to stay ahead of the issues. He has published articles on a number of diverse topics, such as the arbitration of employment issues, and effective use of termination agreements. He is a frequent speaker to client and community groups, such as the American Management Association, the Employers' Group, the Tri-Valley Human Resources Association, the Bay Area Human Resources Association and local Chambers of Commerce.

Mr. Garrity's Professional Affiliations include: Employment and Labor Sections of the State Bar of California and American Bar Association, San Francisco Bar Association and San Mateo County Bar Association, Northern California Human Resources Council, American Management Association, Society for Human Resource Management, Bay Area Human Resources Association, National Human Resource Association, Tri Valley Human Resources Association, and San Mateo Chamber of Commerce.

Mr. Garrity's Academic Credentials include: J.D., University of California, Los Angeles; B.A., University of California, Los Angeles



Feature Article

The Dan Eastman Story...

As many of you know, Dan's retiring at the end of this year. To give you an idea of where he's been, I asked Dan to tell us his story. Following his Bio, you'll see some answers he prepared for me on some questions where I thought we could use the benefit of his insight. jd

Bio

1952 BS degree in Business Administration, emphasis on marketing, University of Utah. Summers working in an oil refinery as "helper"...pipe fitter, machinist, welder, light equipment operator, weed cutter, cleanup man.

While in Utah, next 13 years in retailing...clerk, department manager, floor manager and assistant store manager with JC Penney chain...clerk, assistant buyer, buyer/department manager, independent department store belonging to syndicate with offices in New York. Owner/Manager...

janitor... for a toy store doubling in size in two years to also include children's apparel. From this experience I learned that any job outside of retailing just had to be easier.

Entered the aerospace business as a recruiter of SNE-administration and tradesmen (it would be *trade-persons* today). Promoted to recruiter of Exempt -managerial-finance-computer, then technical-engineering.

Extensive domestic traveling (at the peak, one week in the office, two weeks on the road) made me realize that being home everyday had it's rewards, so I accepted a promotion to Technical Assistant and provided cost of labor figures for RFQ's and other proposals. After massive layoffs, I was transferred back to the Personnel Department as the Supervisor (of a one-person department at the time) to rebuild the department as new contracts had substantially increased business. After re-establishing the department, my boss explained the politics of bringing in, as the department manager, the soon-to- retire Sales Manager, so I started looking.

In 1968, still in Utah, I was hired by a semiconductor company as Plant Personnel Manager (pre all the other titles like Manager of HR Industrial Relations, Labor Relations, Employee Relations, et al) with 80 employees in a converted bowling alley. Eventually moved to a newly built facility and hired 1200 employees over the next couple of years. My original staff was the Receptionist/Phone Operator and Nurse until we reached 300 employees, then I hired a Secretary (today's Administrative Assistant. Ain't titles grand?). At 500 I hired an

Assistant Personnel Manager and that was the size of staff until we reached 1200. A little smaller than today's HR Department for a 1200 employee operation...but it was easier in those days...maybe.

At that point it was August of 1970 and I was promoted to Corporate Personnel Manager and transferred to the Bay Area. I gave my first exit interview in my new job, to the company President who hired me...a message there? Next was the Operations Manager...didn't like him anyway. Over the next few months we laid off several thousand. One particularly unpleasant chore was to lay off most of the 1200 I hired in Utah, eventually closing the plant. The plant manager and I decided to call in two shifts of about 800 people to make the first announcement. When we did, you could hear a pin drop. Then one employee, addressing the Plant Manager, said "Well, Bill, this is bad news, but if you ever start hiring again, please call me because this was the best job I've ever had". Someone else yelled out agreement, then someone clapped. Ever fire 800 people to a standing ovation? Bill gave me the microphone, I gave it back. Neither of us could speak.

About a year after that we started hiring in Sunnyvale at the rate of 50 every Monday, the most our orientation room would hold. Then we started orientations on Wednesdays too... hired a hundred a week for the next several months.

A few years later, we laid them all off only to rehire again in a few more years. Such is life in the semiconductor business.

Continued...

During this period, in addition to several domestic plants, I had responsibility for HR in Japan, Hong Kong, Korea, The Philippines, Thailand, Germany, Scotland and the UK. Nothing like a little more travel to make for an unhappy wife, especially when I got a call at 2:00 a.m. and was on an airplane by 8:00, leaving a three-sided corral with three horses. Eventually, the company employment base exceeded 11,000 worldwide with several unions to deal with. I was out of the country about 20% of the time.

In 1975 the company was acquired. Over the next 10 years, we were the poster child for how to properly acquire a semiconductor company. This was particularly so when one considers all the disasters like AMI, Intersil, and others. Unfortunately, beginning in about 1985, the heavy hand of the parent company began to be all too present and the job wasn't really fun any more. It was time to set things in motion for leaving. With financial affairs in order, I took early retirement and formed Personnel Services, Inc. in 1990.

My first approach was direct consulting. However, I soon learned that while I could do a reasonable job for a client; general HR, compensation, benefits, staffing, ER... pretty much all areas of HR, I always knew of someone who could do it better. With that as a business model, I started to develop clients with the sole purpose of helping them to determine what it was that they needed in managing their human resource, then to provide the expertise that could best provide the results that were expected. This sometimes meant filling in-house openings as well as placing HR professionals in temporary and contract assignments.

Now, looking to the future, it seems to me that the next up tick is a year or more away. By then, I have the feeling that it would be difficult to get the fire in my belly for one more go around, so after completing some work in progress over the next several months, it is with a great deal of anticipation that I look forward to total retirement.

Following are some comments and answers to questions posed to Dan... jd

How has HRCA changed?

At first, we were an unprofessional rag-tag bunch looking for some meaning and direction. Today, HRCA is the premiere organization for HR consultants. The future? Become the equivalent of the Institute of Management Consultants (IMC) for HR professionals.

The relationship between HRCA and NCHRA consultants?

I've been a little out of the loop since completing my term on the NCHRA board, but my view is that there isn't any. When I first started consulting, I got active with the NCHRA consultants group. The first few meetings we had about 50 to 75 attendees. The last meetings I went to there were 10 to 20. The main problem was that only a few were "real" consultants who consistently attended the meetings. The others were just getting started or were simply between jobs. As a result, attendance by the experienced consultants dropped off. What I tried to sell NCHRA (unsuccessfully) was a criteria for membership in this group that was consistent with the IRS / EDD definition of "consultant". Like being certified. Any member in NCHRA could attend the consultant meetings, but would not be a member of the con-

sultants group unless they had the "certified consultant" designation. In the directory, this designation would indicate that they met the IRS / EDD requirements. Others would simply be identified as "consultant". The idea didn't fly.

Admittedly, the idea was rough, but I still think it would bring more substance and status to being listed as a certified (or whatever designation seems appropriate) consultant. I would also recommend that HRCA consider something like this as step 1. Once in place with the bugs worked out, the next step would be for the NCHRA board to have a board member who represented consultant members and was so designated. The game plan would be for this person to also be a member of the HRCA board...maybe the president. With that done, next would be joint meetings of HRCA and NCHRA consultants or possibly dual membership. As to whether an eventual merger with NCHRA is a possibility that is only something that would have to make sense downstream...if ever.

What adjustments do HRCA members need to make to keep current?

ATTEND THE MEETINGS! When HRCA was first established, the goal was for active participation by every member. All members were asked to indicate what committee(s) he or she was willing to serve on for each coming year. Committee chairs, elected or appointed, had the responsibility to make certain that members were invited to, and came to committee meetings. This assured active participation, but over time, this idea fell through the cracks. I think it should be reinstated. Many members do require spoon-feeding.

Continued...

Further, I would also resurrect the idea that, in addition to participation, attending a certain number of meetings is required to maintain membership. I would also suggest that anyone who is dropped because he or she fails to attend the minimum number of meetings is required to pay higher membership dues if they reapply and are accepted. From personal experience, I belong to an organization that requires participation and attendance. When members do not, they are sent a letter informing them that unless they provide a written explanation to the board as to why they should not be dropped, they will be. Since I have belonged to the organization for about 8 years and take membership lightly, I have received two such letters. Believe me, they got my attention.

Advice to those who are new to consulting?

First, before even thinking about it, they should realize that this is the equivalent of going into business for oneself (unless joining an existing practice). Most businesses fail within the first five years. They should understand why. Usually it is lack of knowledge of the business and/or lack of capital to invest in facilities and equipment as well as to sustain oneself for the year or two (or more) that it takes to get established. The most successful consultants I know were not income dependent when they got started. Maybe they inherited a bunch of money. Maybe they retired with a pension. Most usual was a working (and understanding, supportive) spouse. The most unsuccessful, and a "black eye" to other consultants, were those who were desperate, often between jobs. Fre-

quently they took assignments that they were not qualified for because they needed the money. What they did not realize was that, regardless of how good you are or how long you are in business, well over 90% of a successful consultant's clients come from client and peer referrals. Bomb a job and the next one is going to be even tougher to get. Bomb two and that is often the third strike.

Mistakes I have seen and advice to avoid them.

Make a real commitment (mental and financial) to becoming a successful consultant. Don't take assignments that you are not qualified to do. Once you have an assignment or contract, do more than is required. Find ways to give value added without extra charge. Always follow up with the client after the assignment or contract is completed. Find out how things are working out. Were they pleased with your performance and/or deliverables? If the assignment was a success, ask if you can use the client as a reference. And ask if they can refer you to potential clients. Once again, join and be active in organizations that will lead to potential clients. Networking is key. An often repeated quote is "I can't refer you if I don't know you". But just having your name in the directory isn't enough; in fact it can be detrimental! In my corporate life, when someone would give me a resume listing the organizations they belonged to, I always asked what they did for the organizations. A sure way of not getting the job was their inability to provide specific contributions that they had made.

Is Recruiting (I prefer to call it Staffing) and HR consulting essentially the same across industries?

I think the basic skills are the same regardless of industry, industry segment or business.

How important is specific industry experience?

Frankly, it depends on what the client wants. If the client feels strongly that specific experience is essential, then it is. It goes back to an earlier comment. Don't take assignments that you are not qualified for. If the clients want specific experience and you don't have it, in the client's eyes, you are not qualified. But before you opt yourself out, without being pushy, try to find out just why the client feels this way...and how strongly he or she feels it. Ask yourself, if you sell yourself as otherwise qualified but without desired, specific experience, and the client goes into an agreement reluctantly, will he or she be more likely to commit to your success or failure? Will he or she prefer to be proven right or wrong?

How is the vendor landscape evolving?

I don't think it is just the vendors who are changing. I think just about everybody is changing in one way or another, in small ways or large. If you are sitting in a pool of water and the water is rising, you can remain seated and drown or you can kneel. If the water continues to rise, you better stand up. Somewhere, years ago, I read that if you are doing something the same way this year that you did successfully last year, this year it's probably wrong. Conditions are always changing. If your business is slipping it could be the economy, but maybe not. If you don't do anything about it, but simply wait for the water to go down (or the economy to go up) you may drown first.

Continued...

What does it mean to be a business partner?

Frankly, I think this is a buzz phrase. I think being a partner is more action orientated than something that is simply said. Of course it is important for all parties to have a mutually beneficial relationship. But, generally speaking, a real partnership suggests something more. This usually means that all parties make a nearly equal contribution and can expect nearly equal rewards in the outcome. I think it's a rare case when this happens between a client and consultant, a boss and subordinate.

Are consultants business people or experts just looking for a higher wage?

Most of the consultants that I have dealt with are professional business people who prefer their independence above that of being an employee. Their annual income may or may not be higher than if they were in-house, but I'm not sure that is the primary motivating factor. In my own case, I elected to leave the corporate arena, calculating that I would make less than

half what I was (much less would have been a better guess). When the word went out that I was about to leave my employer, I was approached by two companies indicating that they were willing to pay more than I was currently making, but my motivation was to do my own thing. As I got more directly involved with other consultants and with members of consulting organizations that I belonged to, I found that my situation was not unusual. However, there is one story that I have heard in many different ways. "Being laid-off and needing the money, I took several, short term assignments while I was looking for in-house employment. Sometimes I was actually making more money than when employed...but more importantly, I found that I preferred the independence, so I stayed in consulting".

What differentiates the business (consultant) professional from a high paid temp?

Attitude, professionalism, higher degree of knowledge, overall contribution, independence of thought...and I am sure that I can think of a lot more.

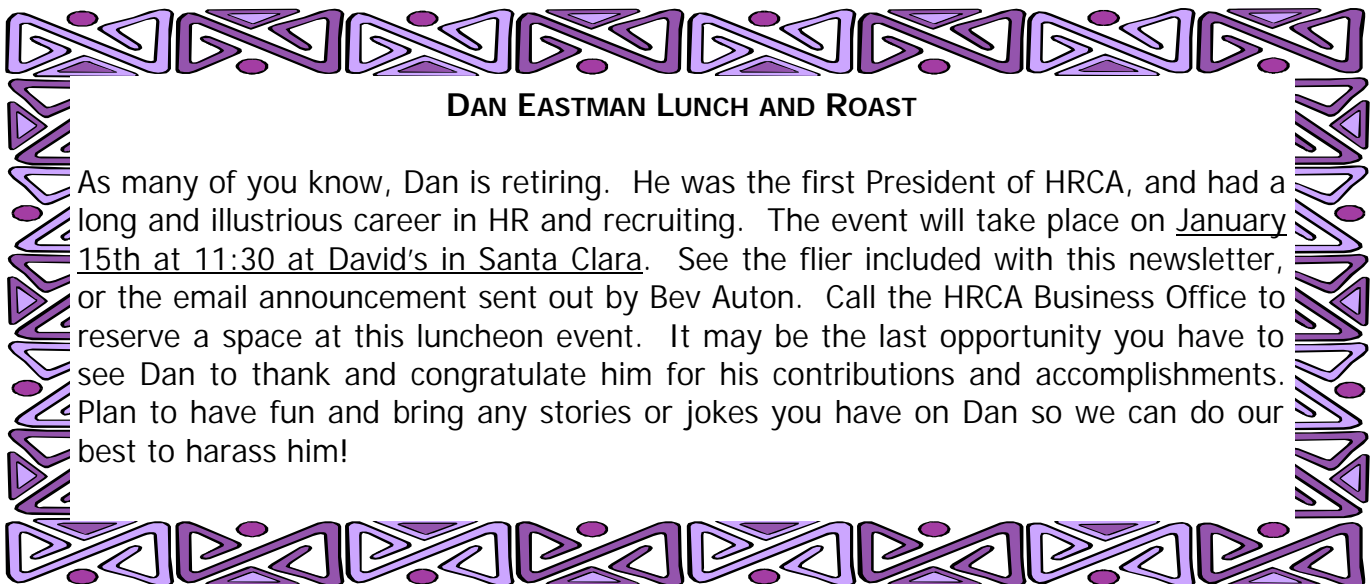
What can we do to improve membership value in HRCA?

People get out of an organization what they put into it. That said, I think your question should be, what opportunities should we provide to our members so they can become more active, and what can we do to encourage them to take advantage of these opportunities?

What has been the impact of working in Silicon Valley in terms of life/work values on you?

My bride of 52 years is my best friend. I no longer like to travel. Heavy involvement with lots of people has made me appreciate time alone. I now get a great deal of joy from building things; things I can see...touch and feel. (Do that in HR and you are charged with harassment). I found that there is a difference between being smart and intelligent. I have found that most successful people, in life and in work, are smart. I also found, that given the choice, I'd rather be lucky than smart.

Bottom line, I always thought that I was pretty smart, but in looking at my life and work, I was just plain lucky!



DAN EASTMAN LUNCH AND ROAST

As many of you know, Dan is retiring. He was the first President of HRCA, and had a long and illustrious career in HR and recruiting. The event will take place on January 15th at 11:30 at David's in Santa Clara. See the flier included with this newsletter, or the email announcement sent out by Bev Auton. Call the HRCA Business Office to reserve a space at this luncheon event. It may be the last opportunity you have to see Dan to thank and congratulate him for his contributions and accomplishments. Plan to have fun and bring any stories or jokes you have on Dan so we can do our best to harass him!

Web Site(s) of the Month



Money, Money, Money!

Take a look at the following web site for more financial tools than you'll know what to do with! <http://www.quicken.com/taxes/tools/> Some of the FREE tools I saw of interest to Recruiters, and HR Employees or Consultants include:

- An AMT (Alternative Minimum Tax) Evaluator
- A Quarterly Estimated Taxes Calculator
- A Paycheck Withhold-

ing Calculator

- College Savings Planners
- A 529 Professor (Ranks Plans for you)
- A Tax Savings for Contributions to 401K Plans guide
- A calculator to help you decide to sell stock now or after you file taxes to minimize tax impact
- A Capital Gains Calculator
- A Stock Lot Calculator (useful for when you have bought stock at more than one price)
- A NQSO (Non-Qualified Stock Options) Calculator
- An ISO (Incentive Stock Options most typically granted in the silicon valley) Calculator
- A Self Employment Tax Calculator

The list goes on, but this gives you a sense of the plethora of information at this site.

The 411 on 401K's

www.401khelpcenter.com This site is rated best of the Web 2002 by HR Executive magazine. It offers opinions, rules, trends, links and more information than you ever needed to know about 401ks. The information is palatable for plan sponsors, retirement professionals, small businesses and employees.



We cheerfully assume that in some mystic way love conquers all, that good outweighs evil in the just balances of the universe and that at the eleventh hour something gloriously triumphant will prevent the worst before it happens.

- Brooks Atkinson



Closing Offers

James Duran

Preparing for the Negotiation

Some people argue that the negotiation to close an employment offer starts the minute the first conversation takes place with the candidate. Critical analysis is required to prepare for the negotiations as the employer and candidate begin to see a mutual future together. Here are some of the primary elements that need to be addressed:

1. **Collect internal and external compensation data**, pricing the job in the local market and internally within the company.
2. **Job Fit**. Define the job and how well the candidate fits the bill. In a tight market, a candidate may be overqualified and highly paid, but if they are only going to use 50% of their skills or the job only marginally fits them, then you have an argument for setting up a lower compensation expectation.

3. **Career Fit**. Is this a 100% fit with the candidate's career objectives? If not, how will the candidate be motivated and how will the job fit into their career plan?
4. **Timing & Other Opportunities**. Is this the only job the candidate is looking at now? If they are in the middle of other interviews will they need to wait before they can decide on your offer and are you giving them ammunition for negotiating with the next guy? If they have declined other jobs – why?
5. **“Fly By Trial Offers”**. It makes no sense to extend an offer with no appreciation of how the candidate perceives it. Understand the total comp package expectations and your ability to pay. If they are out of sync, think about how you are going to bridge the gap. A “Fly by trial offer” is an informal offer made before the formal offer is extended. “...So if we were able to put together a comp package with \$X for a base, and a bonus opportunity of \$Y, with options at Z, and benefits as we have already discussed, would you say yes to a formal offer?”

Negotiation Styles

Differences exist in negotiating styles among the sexes as well

as various cultural and ethnic groups. According to Juliet Nierenberg, a director at the Negotiation Institute in New York, “...” women are more people-oriented, they are more patient, empathetic and more interested in what the other has to say.” Men are more transactional vs. process oriented. Still, according to Nierenberg, the key is not to pay too much attention to broad traits of groups, but rather to focus on the fundamentals of negotiation, which apply in any scenario. “That's why we consider dealing with the needs and objectives, fact-finding and the basics of negotiation to be so important. They go beyond cultural differences.”

Negotiating Process Condition Expectations

Start talking early on in the process about the responsibilities, expectations and compensation package associated with the job and candidate. As a Recruiter, HR or Employment Manager, your job is to condition the candidates' expectations so that they are consistent with reality. Know what the position is worth to your company. If a candidate asks you what the job pays, be prepared to quote a salary range as one alternative. Remember that when you quote the range, they hear the high number while you hear the low number, so be prepared to quote only the lower half of the range. Another approach is to tell them that your company will pay a fair and competitive wage provided the fit is there.

When you ask them what they are making, and they quote you

Continued...

a number, complement them on what they are making and tell them the number reflects the great value placed on them by the employer. If they decline to quote you a number then you have an opportunity to press them on this issue.

The hard nosed approach to this is to respond with, "I've got a position to fill and I need to know if this is even a possibility. I don't want to waste your time or mine."

Finding Common Ground

Remember that negotiating is not about winning as much as it is about finding common ground, points of mutual agreement. If the negotiating process becomes purely transactional, it may be perceived as a portent of the employer's generally adversarial nature. If you build common ground and understanding through open communication, candidates are more likely to perceive the negotiating process as a mutual and cooperative "building" process that respects their individuality.

Extending the Offer

You are much more likely to get closure when offers are extended verbally in person or over the phone, and you have already done a "fly by trial offer". If you must send a written offer, be certain the candidate's expectations have been pre conditioned. If not, you are making a grave mistake!

When extending the offer in person, firmly communicate that this is your best offer to lessen chances of interminable negotiating for a better salary or compensation element. When getting the offer approved, ask for more than you think it will take and withhold the extra amount for closing room if necessary in a "final negotiation".

However, you should always be aware of additional incentives at your disposal or other creative ways to "sweeten the deal." Be prepared to make these supplementary offers or concessions if they will close the deal. These could include benefit enhancements, salary or bonus guarantees, loans, professional memberships, travel, telecommuting options, office hour flexibility, vacation flexibility, etc. If necessary, you may need to quantify the dollar value of any additional concessions if you are trying to justify that you have reached a "magic number" the candidate has in mind.

Ask for the order.

The ideal setting is to invite the candidate in, have her read the offer, then hand them a pen so they can sign indicating their acceptance. If they have questions, answer them or get them answered ASAP so that no issues remain in the way. If you have properly conditioned expectations, performed a satisfactory "fly-by", and have been thorough in the courting and negotiation phase, you should be able to

avoid a candidate requesting to take an offer home to discuss with a spouse.

Offer Dates

A four day time limit is a fair period to extend for consideration of an offer. The likelihood of acceptance clearly goes down with time, so the best approach is to get in person acceptance, a signed offer, and agreement on a start date. The next best scenario is a telephone acceptance, in conjunction with a well crafted offer letter asking the candidate to sign and return a copy of the offer letter. This creates psychological "buy-in" so that the candidate is less likely to change their mind once they have returned you a signed offer. You might try to garner additional "buy-in" by requesting the signed acceptance be faxed ASAP, ahead of the mailed original.

Once the offer has been accepted, keep in contact with the candidate and reinforce their "good decision" until (and even after) they show up. Send a welcome card, have the hiring manager call and congratulate the candidate, inviting them to lunch or dinner to celebrate, arrange a meeting with other members of the team, be creative.

If the offer is not accepted after extending it verbally, make sure you have clarified that the offer is only good until the specified date. Never extend an offer without an expiration date.

Continued...

Offers to One of a Kind Technical Experts

In the worlds of technology, biotech and medical instrumentation, we frequently find ourselves wooing candidates whose skill sets are so rare; it may be very difficult if not impossible to identify other candidates. This underscores the importance of handling them with professional care, and managing the process to preserve the integrity of all parties involved. The financial aspects of the deal may require stepping out of the usual framework in order to land the candidates, especially as regards prevailing rate and internal equity issues. Finally, don't hesitate to involve the "big guns" such as the CEO, CTO, VP's, Directors, etc, when it comes to landing "Fellow", "MTS" or other outstanding high-level individual contributor or executive level talent. This approach may be most useful when it comes to creating relationships between the candidate and

others in the company who may command the respect of the candidate, even though they may not work closely together on a daily basis. Thankfully, not every candidate is one of a kind, and in these cases you should not be afraid to walk away from the deal when the candidate asks for more than the employer is comfortable with.

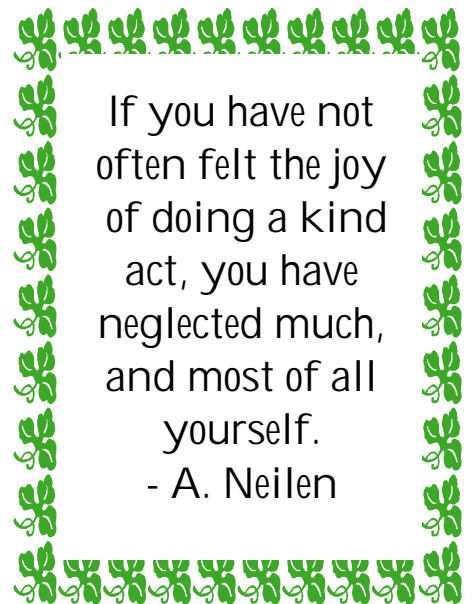
Summary

The principles of successful closing negotiations apply to all employers:

- Know your business
- Be Professional
- Be polite
- Listen and Be Aware of the other's Feelings
- Be Firm yet Flexible, and, above all,
- Never forget that the intent of negotiations is not to beat the other person but to make winners of all participants.
- This can only be done with good clear communications!

According to David Fiedler, a St. Louis based HR professional, "When you can do that with a new employee, it starts the job relationship on the right foot with an air of mutual respect and common commitment to honesty and fairness."

Some ideas taken from an original article by David Fiedler, Know When to Hold 'Em, originally published in August 2002 SHRM HR Magazine.



BLS Nov 2003 Unemployment Summary and Outlook for the Future



BLS and James Duran's Head

The job market remained weak

in November. The national unemployment rate rose from 5.7 to 6.0 percent. There has been very little employment growth since the spring of this year. In fact, payroll employment has shown no net growth over the past 3 months, after edging up in the spring and summer.

At 6.0 percent in November, the unemployment rate matched the level last reached

in April of this year. From May through October, the jobless rate remained within a range of 5.6 to 5.9 percent. The November rise in unemployment was concentrated among adult men, whose jobless rate increased from 5.2 to 5.7 percent. For the year prior to November, the rate for adult men held at or close to 5.2 percent. The rates for blacks and teenagers also rose in November.

Continued...

Countering the job losses in manufacturing was an employment increase of 50,000 in services, in line with the average monthly gain in the industry for this year. Health services made up a little over half of the November increase, with notable gains in hospitals and in nursing facilities. Several other component industries within services added jobs over the month, but employment in help supply services--an industry where employment had been on the upswing for much of this year--fell for the second month in a row.

Employment was down by 39,000 in retail trade after seasonal adjustment, due in part to weaker-than-usual hiring among miscellaneous retailers. Taking a longer perspective, employment in retail trade has continued to drift downward thus far in 2002, following steeper losses that occurred in the second half of 2001. Employment at the wholesale trade level was little changed in November but generally has been receding over a longer span of time--since early 2000. As with retail trade, the rate of job loss tapered off considerably early this year.

Other major industries showed little significant change in employment in November, including construction, which had a job loss in October, and government, which had experienced a large increase in October. Within government, Federal employment continued to be buoyed by hiring for the Transportation Security Administration.

Average hourly earnings of production or non-supervisory workers in the private sector rose by 4 cents to \$14.93 in November. Over the year, hourly earnings increased by 2.9 percent.

In summary, the unemployment

rate increased to 6.0 percent in November. Manufacturing employment continued to contract by an amount similar to recent decreases, but employment in services continued to trend upward, especially health services. Job totals in most other major industries changed little over the month.

The Silicon Valley Scene

According to the SJMN, the unemployment rate in the silicon valley was at 7.8% for November. If you were an employee in the manufacturing or engineering sectors, then the rate is higher. If you are talking about recruiter or HR Consultants, then the rate could easily exceed 50%.

Some of the factors contributing to this sorry state in the local and world economy include:

The bankrupt dot.com "new economy"

Financially and morally bankrupt major American companies, al la Enron, Global Crossing, MCI/Worldcom, etc.

The Leadership vacuum in companies leading to dishonesty or unethical behavior and a lack of trust and integrity.

An unstable stock market
Terrorism

A weakened economy filled with uncertainty about the decaying political and financial instability in several South American countries

A pending and likely war in Iraq

A significant and worsening trade imbalance with China, Vietnam and Mexico

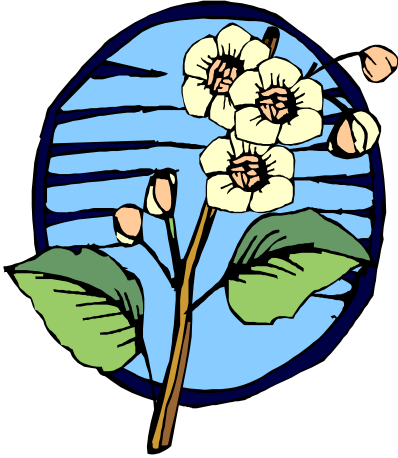
A massive AIDS epidemic in Africa

All these factors, and more, contribute to lack of jobs and direction for the future. The SJMN has had an ongoing series of articles on the Silicon Valley economy, the most

recent of which documented the massive scale of insider trading by various local individuals during the dot com frenzy. Remember, that when these companies went public, or when they secured funding by the VC community, it was the public who lost out, because the big dogs, the founders etc., got their money!

What does it Mean?

Recruiters and HR folks are soldiers in the coming economy. We are not only in a war for talent, we are in a war for survival. We have a responsibility to help others realize their dreams and fulfill their potential through their careers. We have to fight to re-instill a fundamental credibility in the integrity, trust, honesty and objectives of business and business men and women which has been undermined. We have to fight to raise the economy, create jobs and give people meaning to their existence. We know meaning comes more easily when people have jobs. New jobs today are being created in health care and services not in factories. Products are not being manufactured, or at least not being made here, so fewer engineers are needed. Innovation continues, and when the next wave gets enough momentum, more jobs will be created for engineers with a different emphasis on manufacturing in the Silicon Valley. Manufacturing giants like Solectron, Sanmina and Flextronics will have moved more operations offshore as will OEM counterparts such as Apple, Cisco, HP, Intel and Sun. Meanwhile, companies heavily into IP engineering activities such as Cisco, Oracle, Symantec and Sun, are moving operations offshore. What's a recruiter to do? Go get your part time retail job at Macy's to get by for the holidays. Go to Merrill's hot leads group referenced below. Go to HRCA meetings and events and support our activities while you build your visibility and create new relationships. Go 9'ers!



HONOR THE DEAD

James Duran &
Frank Goudaillier

Every year when I watch the Oscar show for the best movies, sometime during the show I see the collage they put together that honors past stars of the silver screen for the current year. We have our own. One of them was my friend Chris Vazquez who passed away on Thanksgiving Day this year. Chris was a good family man and a good recruiter. I remembered Chris in Susan Fox's email communication two weeks ago. The other member of HRCA who passed away in 2001 was Jim Lewis. Here are a few words given to me by Frank Goudaillier, who lived across the street from him for years...

Jim Lewis

Jim was an elegant gentle-

man, very gallant with the ladies. He was a great musician and writer. While he was somewhat opinionated, he was very intelligent and could carry any conversation on any subject. He was also very good as an X-HR director and contract recruiter for many years in the latter part of his life. He collected coins and was very good as a handy man. Many times, since he lived across the street from me, he would come over and fix some plumbing or electrical problem that we had.

Jim was multitalented and at one time had his own radio station. His voice was a deep baritone and he must have been very good at it. He loved politics and could talk about it for hours. He had a tremendous knowledge of history and once was fluent in the languages of Japan and Vietnam. He served in, and was a Veteran of, the Korean war.

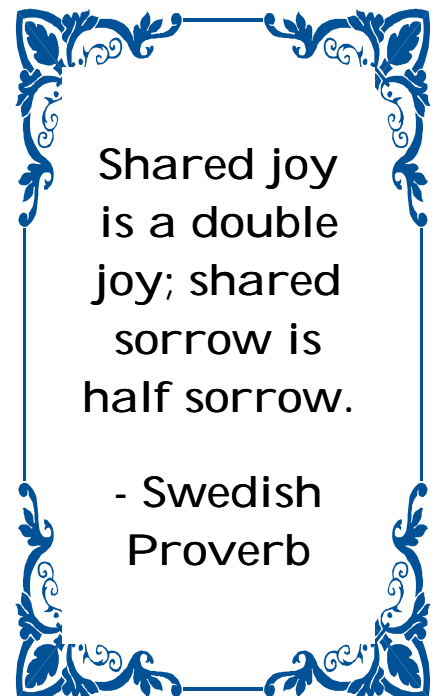
Jim had a zest for life and for 8 years we would walk every morning at 5:30 am for a few miles with our dogs. Whatever the subject of our conversation (mostly politics and recruitment) even if wrong, he was always right ☺.

His dream, 3 years before he passed away, was to retire, always next year, so he could write books and compose music.

I will always remember him as a man with a heart of gold, a fantastic conversationalist, with a great sense of humor and a unique laugh. He leaves behind two great sons that he practically raised on his own since birth. One of them he brought up to be a recruiter right after his graduation. The other son was, off and on, his business partner in the construction industry.

I think that what strikes me the most about Jim is that he was "Unique", one of a kind and I still miss him. fg

All of us are unique, as are our families, friends and colleagues. Honor them now while they are still alive.





HRCA EVENTS CALENDAR 2003

**(Send me info on important
HR & Recruiting Events You
do not see listed here at
jamesd@duranhcp.com)**

**SHPE 25th Annual National
Technical and Career Conference
The Society of Hispanic Professional
Engineers**
January 8th - 12th, 2003
New Orleans, LA
www.shpe.org/ntcc2003/
SHPE National Office
Email: shpenational@shpe.org
Phone: (323) 725-3970
Fax: 323.725.0316

**2003 CES International Expo
– Defining Technology’s Future**
(Computer Electronics Show)
January 9-12, 2003
Las Vegas, NV
<http://www.cesweb.org>

**ASTD 2003 TechKnowledge
Convention & Expo**
Orlando, FL
January 28-30, 2003
www1.astd.org/tk2003/

Groundhog Job Shadow Day

January 31, 2003
www.jobshadow.org

**National Association of
Personnel Services
42nd Annual Conference &
Exposition –
Recruiting Life “Building
Champions”**
February 5-8, 2003
Manchester Grand Hyatt,
San Diego, CA
[http://www.napsweb.org/
events.2003Conference.cfm](http://www.napsweb.org/events.2003Conference.cfm)

**National HR Staffing
Metrics Summit**
By Staffing.Org
February 12-14, 2003
Astor Crowne Plaza
New Orleans, LA (French Quarter)
215-659-0480
<http://staffing.org/summit.html>

HRCA Quarterly Meeting
February 25, 2003
San Jose, CA
6:00 p.m. Offices of Lee Hecht Harrison

**20th Annual Employment Law
and Legislative Conference**
March 10-12, 2003
Capital Hilton
Washington, DC
703 548-3440
www.shrm.org/conferences/legislative

**Staffing Industry Forum,
12th Annual**
March 23-26, 2003
Waldorf Astoria Hotel
New York, NY
[http://www.sireport.com/conferences/
forum/forum03.html](http://www.sireport.com/conferences/forum/forum03.html)

ER Expo 2003 West!
March 25-27, 2003
Loews Coronado Bay, Coronado Island, CA
david@erexchange.com
www.erexchange.com

HR and the Law
March 26 – March 28, 2003
Palm Springs, California USA
800 942-4494

704 561-0236, Attn: Neil Hickman
www.hrandthelaw.com

**26th SHRM Global Annual
Conference & Exposition**
March 31 – April 2, 2003
Century Plaza Hotel & Spa
Los Angeles, California USA
[http://www.shrm.org/conferences.
global](http://www.shrm.org/conferences.global)

**2003 European e-HR Spring
Conference and Exhibition**
April 7-9, 2003
Amsterdam, Netherlands
www.ihrim.org or email [ihrim-
europe@hcmintl.com](mailto:ihrim-europe@hcmintl.com)

**34th Annual EMA Annual
Conference & Expo**
April 23-25, 2003
Las Vegas Hilton
Las Vegas, NV
(800) 283-SHRM, (703) 548-3440
FAX: (703) 535-6490
email: custsvc@shrm.org
www.shrm.org/conferences/ema/

NAER 2003 Spring Conference
National Association of Executive Recruiters, Inc.
April 24 - 26, 2003
Allerton Crowne Plaza
701 North Michigan Avenue
Chicago, Illinois
<http://www.naer.org/special.html>
312-701-0744 or e-mail:
naerexsch@aol.com

Networld+InterOp
April 29 - May 1, 2003
Las Vegas Convention Center
Las Vegas, NV
www.interop.com
More details coming...

HR Symposium 2003
May 14, 2003
Santa Clara Convention center
www.hrsymposium.com

**California Staffing Professionals 8th
Annual Staffing Industry Convention**
May 1-3, 2003
Flamingo Hotel
Las Vegas, NV
www.cspnet.org/news.htm
More details coming...

Continued...

The 5th Annual Human Resources Forum

May 7-10, 2003

Sailing on the "Adonia", from: New York, NY

Richmond Events Ltd.

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Fax: 212 651-8701

www.hrforum.com

IHRIM Strategies 2003: Changing the HR Landscape

The IHRIM 2003 Spring Conference and Expo

May 18-21, 2003

Caesars Palace

Las Vegas, Nevada

www.ihrim.org

1-800-946-6363

The 2003 Employer Conference

Date TBD

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San Diego, CA

415 399-8440

888 951-1000

www.littler.com

More details coming...

40th DAC (Design Automation Conference)

June 2 to 6, 2003

Anaheim Convention Center

Anaheim, CA

(303) 530-4333

www.dac.com

SHRM 55th Annual Conference & Expo

June 22-25, 2003

Orlando, FL

(800) 283-SHRM, (703) 548-3440

FAX: (703) 535-6490**

www.shrm.org/conferences

WITI's 2003 Silicon Valley Conference

Women Leading Reinvention and

Innovation for Technology

June 25-26, 2003

New San Jose Marriott

San Jose, California

www.witi.com

FutureQuest 2003

International Association of Corporate and Professional Recruitment

Fall 2003

New York City, NY

www.iacpr.org

More details coming...

PIHRA 46th Annual Conference

(largest Western Regional HR Conference, a SHRM affiliate)

Sept. 17-19, 2003

Los Angeles Convention Center

Los Angeles, CA

800 622-7472

www.pihra.org

NCHRA 19th Annual Conference & Trade Show

Fall 2003

www.nchra.org

Diane Perez O'Connor, programs2@nchra.org

415-291-1992

More details coming...

6th Annual HR Technology Conference and Exposition

October 8-10, 2003

Pennsylvania Convention Center

Philadelphia, PA

www.hrtechconference.com

ER Expo 2003 East!

Fall, 2003

www.erexchange.com

More details coming...

Workplace Diversity: New Challenges/New Opportunities

Fall, 2003

800 283-SHRM

email: shrm@shrm.org

www.shrm.org/conferences/diversity

More details coming...

NACCB 16th Annual Conference and Tradeshow

Oct. 22-25, 2003

Hyatt Regency Dallas

300 Reunion Blvd.

Dallas, TX 75207

214-651-1234

www.naccb.org/conference/index.html

2003 Recruiting & HR Solutions Conference & Expo (formerly known as the e-Recruiting & Staffing Conference)

By Kennedy Information Inc., a subsidiary of the Bureau of

National Affairs Inc.

Fall, 2003

Jacob Javits Center

New York City, New York

www.kennedyinfo.com

More details coming...

Comdex

November, 2003

Las Vegas Convention Center

Las Vegas, NV

<http://www.key3media.com/comdex/fall2003/>

More details coming...

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<http://www.ccl.org/programs/>

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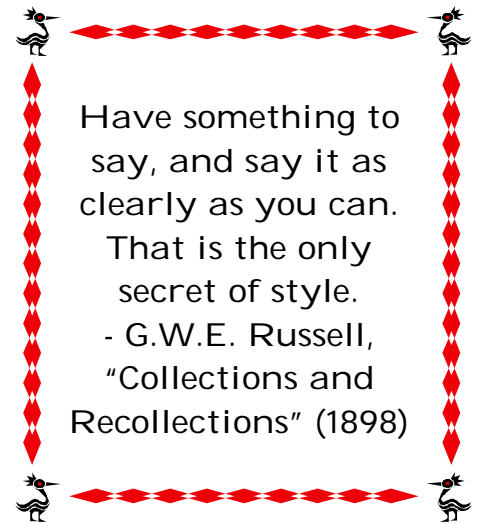
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www.shrm.org/seminars

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888 951-1000
www.littler.com
<http://employer.littler.com/>

The Walt Disney Approach to HR Management

The Disney Institute
Walt Disney Resort
Lake Buena Vista, Florida
407 566-2620
www.shrm.org/seminars/

**2004
10th Human Resources
World
Congress**
World Federation Personnel
Management Association (WFPMA)
Singapore
TBD, 2004
www.hr2002.org
More details coming...



A Note from the Board...



HRCA Job Leads Group Merrill Martin

I joined HRCA six months ago as a way to get back into the HR marketplace. I started by participating in the meetings and then looked for areas where I could contribute. My first project was to update the HRCA website so that the information was correct and up-to-date. I then decided to participate in the new Job Leads Group that was being formed. I have become an active member in this group and we had seven people at our first meeting and shared twelve qualified leads. I initially volunteered to chair the South Bay Group, until we found another member to chair the group. We have been active

twice a month for about three months. Since our start, a North Bay Group and East Bay Group have evolved.

The formation of the Job Leads Group resulted from a survey to our membership. The members stated they wanted to create job lead and networking events. There are only two requirements to participate: you need to be a member of HRCA, and you need to have one qualified job lead for each meeting you attend.

In the South Bay we share all leads from each meeting with everyone who has attended a job leads meeting and with our North and East Bay job leads groups. After five work days, we post these leads on our website for all members to view. The attendance numbers have not increased dramatically, but the participation and sharing of information has increased. It is this participation and sharing that has brought us to the next level of enlightenment in searching and successfully finding work for our members. The keys are in sharing information pertaining to resumes, websites, application to a com-

pany, company insights, company contacts, and interviewing.

One of our members referred me to Frank Goudaillier who has done an excellent job with a Hot Leads group in 1996 with HRCA and is now doing the same with HREXA. The success factors he shared are that he has put together job leads groups in San Jose, San Francisco and the East Bay, and each meets every other week on Monday, Tuesday and Wednesday in their respective areas. Those members who are very active can attend three meetings every two weeks. The meetings are for members only and each member attending needs to bring a qualified lead that is currently open and share experiences they have had on interviews, and all information remains confidential. They have also formed groups who proactively pursue companies within industry segments that members are familiar with and find present and future HR job opportunities. This open approach along with the candid company information shared has been key to helping members create more results in their searches.

Continued...

Our job leads groups are not at this level yet, but we have made it to the second level in our growth. In addition to the qualified leads and the chance to have a face-to-face networking opportunity we are beginning to share best practice search suggestions with each other. We are also starting to share information that we know about companies, people we know, and putting together industry groups to proactively contact companies to find openings, present and future that our membership could fill. As a technical recruiter who has not worked since November 2001 and did not search for a position for six months, I have improved my networking by being out in the world, staying active and trying to help others find work. During this period I have

worked on two contract positions.

I owe a debt of gratitude to HRCA who allowed me to stay active in my area of interest, kept me positive and in the process I have been able to help others as well as myself.

In this marketplace, networking is an essential tool and our job leads group can help you with your networking skills as well as to keep you active in the industry. Statistics over the past few months have proven that you should only spend 10% of your time searching for jobs on the net and the rest of your time networking. Your time with this group will be well spent.

Please contact me if you have any questions or comments:
Merrill Martin - coachmemartin@aol.com or 650/367-1629



Few will have the greatness to bend history itself, but each one of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation.
- Robert F. Kennedy



Seasons
Greetings

