

HRCA

Human Resources Consultants Association



Inside this issue:

- Introduction
- HRCA Updates
- "You've Got Mail!"
- "Graduates Alter Recruiters' Job"
- "Risky Business: Venture Capital Crisis, or Baloney?"
- "Managing Phrases, Three ways to Thoughtfully Handle Disagreement."
- "Where the Jobs are in HR, Talent Pros, Generalists are Hot"
- "Studies Identify Best and Worst States for Business"
- Calendar of Events & HRCA Membership Registration info.
- HRCA Job Leads

Our Next Meeting...

BOARD MEETING All Members Welcome!

HRCA invites you to attend our next board meeting.

When: *Tuesday*, Aug 5th, 2008
6:30pm

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

RSVP: Nathan Sanders
nathan@bridgenex.com

HRCA Newsletter

Volume 3 Issue 9

JAN 08-July 08

INTRODUCTION

By Nathan Sanders
President, HRCA

Hello fellow HRCA Professionals of the Bay Area... Thanks to all of you who attended our March 4th event at **Yahoo!** and our June 12th event at **McAfee**. The events both turned out great and I would like personally thank Kevin Wheeler, Shally Steckerl, Dr. John Sullivan, and Lisa Brusack for their support of HRCA and Thank you to our Corporate Sponsors **LinkedIn**, **Jigsaw**, **Yahoo!** and **McAfee** for providing great venues, food, and drinks. Our next Program is currently in the works and further details about this program will be announced shortly.

HRCA BOARD MEMBERS 2007-2008

Nathan Sanders

President
408.843.0100
nathan@bridgenex.com

Ben Wong

Vice President
510.432.0287
skunkworks13@hotmail.com

Beverly Jacke

Treasurer
408.626.4237
bj2usa@aol.com

Dan Harris

Co-Secretary
707.373.6896
dandharris@yahoo.com

Steve Deem

Co-Secretary
sdeem@yahoo-inc.com

HRCA COMMITTEE CHAIRS

Membership	Jose Mendoza	jmendoza@bridgenex.com
Communications	Nathan Sanders	nathan@bridgenex.com
Programs	Ben Wong	skunkworks13@hotmail.com
SJMN Job Fair	Ben Wong	skunkworks13@hotmail.com
Website Content	Terrie Rayl	trayl@staffingsource.com
GTRN Rep	Nathan Sanders	nathan@bridgenex.com
Job Leads	Greg Pecher	gregpecher@sbcglobal.net
Newsletter	Nathan Sanders	nathan@bridgenex.com

An quarterly publication by HRCA

HRCA LATEST UPDATES:

Dear Members,

As promised the board and I have been working in the background to gradually increase the functionality of our web-site and to improve the membership renewal process. As a result there are two big changes I would like to announce. First, non-members can now register and pay to attend our programs and events using a credit card. This has already proven to make the event registration process much more efficient. Secondly, HRCA members can now pay annual membership dues on-line with a credit card. To check it out go to:

<http://www.hrca.com/membership.php>

Thank you for your on-going support...

Sincerely,
Nathan Sanders
President, HRCA

ARTICLE #1: YOU'VE GOT MAIL!

By Dan Harris



Name generation/research/sourcing involves sending over Quality names that *can be reached!* Here is a way (and a tool I use) that you can add to your sourcing toolbox to verify and check your names. Specifically to check if their email is valid before sending it over to the recruiter, hiring mgr, director or higher!

Check this website out! www.mailtester.com

As Sourcers we are constantly tested to find particular talent hidden away and working hard within their respective organizations. I've found emailing to be one the best initial ways to make that first contact or connection with them.

Most (hopefully) all of us are using LinkedIn already and this is a way I use to check if talent might still be there. Sometimes we do see some bios on LinkedIn that are a little lean and not much there. While Mailtester isn't able to test/ping all emails - overall, it a pretty handy tool you can use.

So how do you know their email (or even figure it out)? Look for an email pattern and try it out on Mailtester. The *most common* email patterns are usually:

firstname.lastname@company.com (example:
daniel.harris@company.com)

firstnameinitial,lastname@company.com (example:
dharris@company.com)

firstname,lastnameinitial@company.com (example:
danielh@company.com)

firstname@company.com (Usually small companies,
example: daniel@company.com)

firstname_lastname@company.com (example:
daniel_harris@company.com)

lastname_firstname@company.com (example:
harris_daniel@company.com)

I have listed above the more common ones I tend to see. Please realize it does take experience, knowledge, and research. This is a great way to check where they may really be at when a LinkedIn bio shows them currently at two different companies! Remember it's not just the quantity of names but Quality! Its Important that recruiters, hiring managers and directors need to be able to reach out and email them! Just an FYI, while this doesn't work with all company emails its one of the better tools I've seen. For Additional sourcing tips & tricks please visit my blog at <http://sourcingtalent.wordpress.com>

By Dan Harris

Soucer at Network Appliance in Sunnyvale, CA

ARTICLE #2: GRADUATES ALTER RECRUITERS' JOB

By Andrea Coombes



How many college students pick up a newspaper to scour the classified ads for a job? Probably not many, yet some companies still post job ads there.

Another mistake recruiters make: Relying solely on the big job boards to find college students, who often are looking elsewhere, said Lou Adler, chief executive of the Adler Group, Irvine, Calif., a company that trains corporate recruiters on hiring practices.

"I certainly see many, many companies posting their jobs on job boards...and not getting any results and wondering why," Mr. Adler said.

While college career centers -- and the career fairs they offer -- still play a big role in helping students find jobs, students also often go directly to companies' career sites, where smart employers offer search tools that let students plug in a few words so relevant job postings appear. College grads also tap social-networking sites such as Facebook and MySpace to find more information about specific companies.

There is a disconnect between how some employers recruit and how the newest crop of college grads communicates, some say.

"Many employers are not speaking the language of the students. Very few corporate recruiters are comfortable using cellphone text messaging, Facebook, MySpace," said Steven Rothberg, founder of CollegeRecruiter.com, a job board for college students.

Perhaps surprisingly, accounting firms are in the lead when it comes to reaching college students. "There are a lot of new techniques out there, sending messages to cellphones, social networking, creating a blog or a page on Facebook, MySpace, and some of the big accounting corporations in particular, Ernst & Young, KPMG,

PricewaterhouseCoopers, have done a very remarkable job of tapping into the needs of Gen Y," Mr. Adler said, largely because they hire large numbers of college grads every year. (Gen Y is usually defined as those born after 1980.)

Engineering, consulting and tech firms are also on the forefront of tapping the latest technologies, Mr. Adler said. "We have companies pushing RSS feeds to cell phones" listing new job openings. Others offer instant chat with recruiters on their career Web sites.

Meanwhile, some companies are embracing the idea that career-hopping is a more accepted practice among Gen Y graduates. "FedEx has a program that says, 'Have your eight careers with us,'" Mr. Adler said. "That's pretty clever. People haven't fundamentally changed...but now it's easy for people to change jobs. Companies are giving people a career opportunity within the same company."

You could argue that in today's weaker job market, college students should be learning how to appeal to recruiters, rather than the other way around.

Yet, while hiring is off from last year, it is by no means dead. Employers expect to hire 8% more college graduates from this year's class than from the class of 2008, according to a survey by the National Association of Colleges and Employers. That's a decline from the 16% increase employers projected when surveyed in the fall -- but still in positive territory.

Why are employers still hiring? "Demographics," said Edwin Koc, director of strategic and foundation research at NACE, in Bethlehem, Pa.

"The baby-boom generation is coming to retirement age, and employers have to anticipate those potential retirements and put people into the pipeline in order to replace them," he said.

That's good news for college grads. "With the exception of the financial-services sector, we still see significant hiring by employers," said Tom Devlin, director of the career center at University of California at Berkeley.

While adopting the latest communication techniques is key to finding college grads, it isn't always enough. Young grads are sometimes particular about how companies interact with them. For instance, jumping on Facebook to scour for potential hires isn't necessarily the right tactic.

"The best way to use a social networking Web site is to network," Mr. Rothberg said. "Don't advertise your job opening, don't contact somebody and try to recruit them today." Mr. Rothberg likened that approach to going to a kids' hangout and asking them to do a chore. They won't respond positively.

Instead, he said, companies should offer to help potential job candidates by, say, connecting them with possible mentors.

Ernst & Young agrees. "We purposefully do not use Facebook as a way to look at profiles," said Larry Nash, recruiting director of branding, communications and market leadership at Ernst & Young. "We use it as a way to inform students of what we can offer, what we're about, our values. Students come there to get an idea of what it's like to work here. They can also ask questions and get answers immediately. There's an active message board, and our staff are all looking at it so people can get very quick responses," he said.

Students, too, can discuss among themselves what they think about the company. "I think that's what they find very real about it. They want real answers. They don't want people to sugarcoat it," he said.

Among employers and marketers, there's a lot of talk about Generation Y and how it differs from the generations preceding it. But some say college students today aren't much different from those in previous generations. What has changed is technology and how students today use it.

Mr. Koc said a new NACE survey, not yet published, has found similarities between college students in the 1980s and today in terms of a desire to balance work with family as well as a willingness to sacrifice personal time when the work load calls for it.

Another change may be employers' awareness now of the need to discuss these issues. "Employers talk about balance, they talk about flexible work schedules," said Steve Schroeder, director of the career center at the Wisconsin School of Business, at the University of Wisconsin in Madison.

"They often talk about vacation as one of the benefits," he said. "Employers, most of them, are pretty cognizant, they're pretty tuned into what students are looking for."

Other things matter too. Zach Malingowski, a senior about to graduate from the University of Wisconsin, Madison, with a degree in industrial and systems

engineering, said he accepted his soon-to-start position at Medline Inc., based in the northern suburbs of Chicago, because he was looking for a job "where I could make a difference," he said.

"In this position, I get my own projects, I get to see the results from start to finish. Obviously, the competitive salary, the good benefits are important. It's a good area, too. I'm young. I'm excited to be living in the Chicago area. That played a big part," he said, noting that he turned down a job in a rural area.

And benefits do matter. Matt Thornton, graduating from the same school with a degree in industrial engineering, said he turned down a job offer with a higher salary in a more rural area for one in an urban locale with a "relaxed work atmosphere, flexible hours, good benefits, vacation days, a nice bonus plan."

Even as employers work to attract college grads, students should keep in mind that "their paychecks are being signed by baby boomers," Mr. Rothberg said. Here are three job-hunting tips:

1. Think before you click the send button. "I cringe every time somebody say sends an email to the dean and says, 'Hey, dean,'" Mr. Schroeder said. Students need to realize that, "whether it's an internship or a full-time position, you need to ratchet it up a little bit. This is more formal than communicating with your friends."

2. Have a backup plan. While recruiting trends remain strong, said Mr. Devlin of the University of California at Berkeley, "the general sense is things are tightening, and therefore students are looking at Plan A and Plan B." That might entail targeting a different set of employers, or even a different career field.

3. Rethink expectations. Often, college graduates are "looking for opportunities for advancement...the faster the better," Mr. Devlin said. "That's where there probably might exist the most tension between an employer and the expectations of a new graduate."

By Andrea Coombes

From: Wall Street Journal

QUOTE

"You can't direct the wind, but you can adjust your sails."

- Anonymous

ARTICLE #3: RISKY BUSINESS: VENTURE CAPITAL CRISIS, OR BALONEY?

By Scott Duke Harris

First came the happy news from LinkedIn, the strictly business (not social) networking Web site. Last month the Mountain View company announced a \$53 million infusion led by Bain Capital that placed a \$1 billion valuation on the expanding company.

Then came the news last week from Jaxtr, the start-up phone service that might be called LinkedIn's kissing cousin. Its founder and chief executive, Konstantin Guericke, was a co-founder of LinkedIn.

Jaxtr got \$20 million from Lehman Brothers and launched a new international calling service that undercuts calling card prices and provides Jaxter with a new revenue stream.

Guericke told me his company wasn't quite ready to seek a new round of finance - that Lehman Brothers, unbidden, came eager to invest and offered terms too good to pass up.

Perhaps it's wrong to launch a new column called Risky Business by writing about two companies that seem headed for success, rather than singling out one of Silicon Valley's more precarious start-ups. But this column, which will explore the valley's risk-taking culture of entrepreneurs and the venture capitalists who fund them, will cover both winners and losers.

LinkedIn and Jaxtr are two start-ups at different stages that are emblematic of the power of "network effects" in the hyperlinked, globalized economy.

Guericke launched Jaxtr when he sensed an opportunity in the way that LinkedIn and other networks, conscious of privacy expectations, do not encourage members to put personal phone numbers on user profiles. Jaxter users get a Web identity that enables people to call them without knowing their actual number, and enables users

to screen those calls.

Jaxtr, which launched in March 2008, attracted more than 10 million users in its first year, largely through "viral" marketing over social networks like LinkedIn and Facebook. Guericke calls this "word of mouse" marketing, which is more powerful than word of mouth because each new user enhances the value of the network.

And with the profound slowdown in initial public offerings, both LinkedIn and Jaxtr may also represent another reality of 21st-century business.

LinkedIn's handsome funding round comes about a year after rumors abounded that the company was headed for a quick IPO. After all, as Guericke pointed out, LinkedIn had already achieved three key criteria: It was profitable, growing and had a competitive advantage over rivals.

But LinkedIn has the luxury of waiting until Wall Street is optimistic again. In the meantime, VCs have already decided it's a billion-dollar baby.

The 'crisis' at hand: The progress of LinkedIn and the higher-profile social network Facebook should be kept in mind when considering the recent drought in IPOs and a slowdown in mergers and acquisitions. The first quarter in 30 years without an initial public offering prompted the National Venture Capital Association and its fellow travelers on Wall Street to launch a lobbying campaign to reform post-Enron reforms that raised the financial hurdles for start-ups to go public.

There have been only five IPOs in 2008, and the pace of mergers and acquisitions is down, too. For VCs, those coveted "liquidity events" are looking more like a mirage. That's why the NVCA is calling the situation a "crisis" that could threaten the overall economy if it persists.

Not everyone agrees with the rhetoric. Todd Dages of Spark Capital, in a press release, seemed dismissive of the NVCA's talk that the entrepreneurial world faced a "crisis": "The data is artificial. Facebook and several other privates could have gone public but chose not to. The issue is overall liquidity. If a private company sells to a public company - it's similar to going public with less risk."

Others point out that other NVCA data shows healthy fundraising levels and a bustling start-up economy across a diverse array of fields.

What's more, a closer look at the NVCA's survey raises

questions about the result.

Did 91 percent of VCs really suggest the start-up scene was in "critical condition"? Well, sort of. In all, 58 percent rated it as "critical" (30 percent) or "very critical" (28 percent). Another 33 percent called it, in a curious phrase, "somewhat critical," while 9 percent called it "not critical."

By Scott Duke Harris

From: San Jose Mercury News

ARTICLE #4: MANAGING PHRASES – THREE WAYS TO THOUGHTFULLY HANDLE DISAGREEMENT

By Steve Wyrstek MBA



As managers we're constantly challenged on how to express ourselves diplomatically. This can be tricky when our thoughts are in conflict with others. How do we express disagreement without alienating colleagues? Learning some simple approaches and some phraseology can improve results in these situations. Wording Disagreements Ben Franklin wrote that we may not want to express ourselves fixed in our present opinion especially if we're seeking instruction and improvement from others. Responding to a view we disagree with without stating the other person is wrong requires delicate phrasing. Franklin suggested wording such as- I imagine it to be so.... or If I'm not mistaken....

Other wording might be- I thought I read where..... or I heard that.....

When posing alternatives, instead of saying do it this way or look at it in this manner, consider using the word consider. For example, we might say- You may want to consider this.... Have you considered looking at this in another way...? Another approach to consider may be...

Instead of responding in silence to a view we disagree with, this phrasing can allow us to express a differing view in a palatable way. It also softens differences, gives

the other party an out and is reasonable in discourse.

Eliminating the word should

One of the most useful things I've ever learned at a seminar was when the presenter suggested to consider eliminating the word should from our vocabulary. The facilitator said that she felt that the word should and its cousin shouldn't, were the words that have caused the most grief in the world. I think she's on to something.

Think of how it feels to be told we should do this or we shouldn't do that. If that makes us feel a little defiant, it's understandable. Should is a very judgmental word. Again, instead of saying should or shouldn't, we might say – How do this sound to you....? What about this....? Have you thought about that...? Another thought might be.... or any number of other softer, less judgmental phrases.

However, it's very difficult to eliminate should from our vocabulary. We're so conditioned to assuming our way is the best and maybe even the only way. In fact, we usually can't understand why everyone doesn't do everything our way! It's almost a paradigm shift to eliminate these words from our vocabulary but if we do it, it really can enhance discussions.

Seek to understand then to be understood

This means that when we're listening really make sure we understand what's being said before we react to it. This can be done by asking- Am I hearing you correctly...? This is what I'm hearing you say.....Just to clarify, you're saying....

This can also be difficult. Sometimes we're thinking of our response while the other person is speaking! Or worse, we're on the computer, watching TV or simply not paying attention. To avoid that, we may want to try to stay in the moment. This means total focus on the other's communication including body language, tone and words. This prevents disagreements that arise from responding prior to fully understanding a message.

Thoughtful phrasing helps keep communication pulsing during times of disagreement. Try it. (Oops, I meant to say- you may want to give it a try!). The results may pleasantly surprise you.

By Steve Wyrstek MBA

From: Independent Management Consulting

QUOTE

"The man who moves a mountain
begins by carrying away small
stones."

- Confucius

ARTICLE #5: WHERE THE JOBS ARE: IN HR, TALENT PROS, GENERALIST ARE HOT

By Wall Street Journal

Hewlett-Packard Co. recently recruited two executives to help develop a company-wide talent-management system to improve how employees are selected and developed. The new system "is less of a human-resources initiative and more of a business initiative," says Shea Kelly, one of the two new recruits and HP's vice president for global talent management. "We are looking at talent as a corporate asset on a global level and determining how to leverage that asset across units and functions."

That kind of proactive approach to hiring and retention is helping to drive the market for HR professionals these days. As more employees consider changing jobs, demand has increased for senior HR executives who can help keep them. Most HR searches, recruiters say, are still for generalists -- HR managers who have done it all, from compensation design to organizational development to recruiting.

Meanwhile, talent development and management is emerging as a hot specialty. These specialists, some of whom may have backgrounds in recruiting, help identify and groom high performers for future positions through assessment, development and training. The function previously was handled by organization-development executives, but many companies now are splitting it off into a single role, says Greg Hessel, head of recruiter Korn/Ferry's global HR practice.

Against this backdrop of surging demand, pay for HR executives is on the rise. A 2004 survey by Mercer Human Resource Consulting, New York, found that top

human-resources-management executives (whose duties don't include managing labor union relations) earned a median total cash compensation of \$220,200, compared with \$204,900 the previous year.

Among industries, hedge funds are proving a hot HR area, says Dan Kaplan, a partner in New York with search firm Christian & Timbers. These lightly regulated investment pools for high-net-worth individuals and institutional investors are expanding rapidly. Once their staffs reach about 40 to 45 people, they need to hire an HR executive who can help with recruiting and retention, says Mr. Kaplan.

"There are thousands of new ones out there, and once they achieve critical mass and get to the point where their own hiring networks are tapped out, they need a professional who can provide HR guidance, compensation advice and recruiting expertise," he says.

Candidates for such jobs are being recruited away from investment banks and asset-management firms, creating demand for HR pros to fill those openings. In some cases, hedge funds are hiring former executive recruiters to run their HR departments, says Mr. Kaplan. Annual pay for these positions ranges from \$250,000 to more than \$2 million and typically includes some form of equity.

In the broader economy, generalist openings are often created after a new management team arrives, triggering retirements, voluntary job changes and forced ousters, says Mr. Hessel. "In all cases, it's considered positively as a time to upgrade and bring in an executive who puts emphasis on leadership and organizational development," he says. "Those are the two things everyone is looking for."

Beth Dinse, general manager of the Sacramento office for Management Recruiters International, is conducting two searches for HR executives who can help companies set up retention programs, ensure that safety regulations are being met and advise boards and top management on strategy.

One company is a California-based food processor seeking a vice president of HR; the other is a building-materials firm that wants a manager to serve as its top HR executive, she says. Cash pay for the vice president job will range from \$125,000 to \$175,000 annually, while the manager might earn an annual salary of about \$90,000. Both jobs will offer performance-based bonuses, says Ms. Dinse.

"They both want a true business strategist with an HR background," she says. "Companies are coming to realize that human capital is their most important asset and if they want to grow, they have to know how to find the right people for their culture and take care of current employees."

Mr. Hessel is seeking a talent-management executive for a major insurance company based in the Northeast. He or she will report to the senior vice president of HR, will earn a base salary in the mid-\$200,000s and be eligible for stock options and a bonus.

Mr. Hessel has recently helped fill several openings for senior generalists, including the senior HR vice president for a multinational telecommunications company with \$6 billion in annual revenues. This executive will be centralizing the HR function for the first time, so the focus is on integration work, organizational development and leadership, Mr. Hessel says.

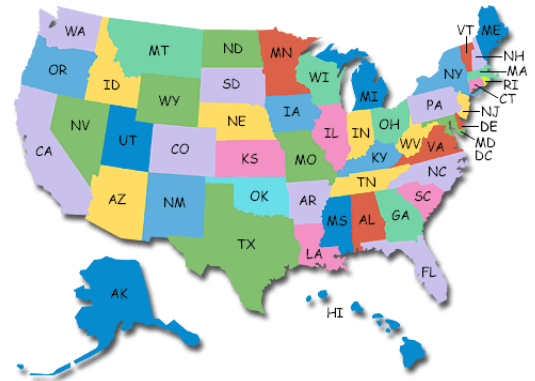
Korn/Ferry also helped two other large companies -- a home builder generating \$10 billion in annual revenues and an energy company earning \$13 billion annually -- hire senior vice presidents of HR, Mr. Hessel says. In all three cases, the jobs will include cash annual pay of about \$400,000, some type of stock award and the chance to earn performance-based bonuses of about 30% to 40% of salary.

Mike Vogel, founder of Vogel Associates, an HR recruiting firm in Longport, N.J., finds HR executives for smaller companies and says demand is strong for HR plant managers in manufacturing companies and generalists in non-manufacturing organizations. Most of his assignments are for midlevel to senior managers who will earn between \$75,000 and \$150,000 running HR for small to midsized employers.

An ideal candidate for one of these roles would have five to 10 years of experience and a history of holding progressively more responsible jobs at good companies, he says. Having a graduate degree is a plus. "It's someone who is a No. 2 somewhere and ready to move into a manager's role, or it's a No. 1 at a small operation who wants to take on more responsibility," Mr. Vogel says.

ARTICLE #6: STUDY IDENTIFIES BEST AND WORST STATES FOR BUSINESS

Study By: InstituteForLegalReform.com



The U.S. Chamber of Commerce's Institute for Legal Reform (ILR) has released its latest annual study identifying the best and worst legal environments for businesses. How does your state measure up?

The 2008 State Liability Systems Ranking Study was conducted among in-house general counsel and other senior corporate litigators to determine the fairness and reasonableness of state court liability systems in America.

Less than half (41%) of respondents rated the reasonableness and fairness of state court systems as "Excellent" or "Pretty good" while 55% rated them as "Fair" or "Poor." Meanwhile, a majority (63%) of respondents report that the litigation environment in a state is likely to impact important business decisions at their company, such as where to locate or do business.

Here are the best and worst states in terms of "Lawsuit Climate" for 2008:

10 Best States

- 1) Delaware
- 2) Nebraska
- 3) Maine
- 4) Indiana
- 5) Utah
- 6) Virginia
- 7) Iowa
- 8) Vermont
- 9) Colorado
- 10) Kansas

According to ILR, for the seventh consecutive year, Delaware ranks first among all 50 in the fairness of its litigation environment.

10 Worst States

- 41) Texas
- 42) Florida

- 43) South Carolina
- 44) California
- 45) Hawaii
- 46) Illinois
- 47) Alabama
- 48) Mississippi
- 49) Louisiana
- 50) West Virginia

ILR reports that "although its raw score in the study has improved," West Virginia is ranked 50th for the third consecutive year, the rankings deem the state's legal climate as "the worst in the country."

For the complete rankings or to learn more about the study, visit the ILR website (www.instituteforlegalreform.com).

QUOTE

"One doesn't discover new lands
without losing sight of the shore."
- Andre Gide

ADVERTISEMENT



Craig Brown of Jigsaw has offered **100 free Jigsaw points** (20 free contacts) to all members of HRCA. When creating a new account put "HRCA" in the promotional code field, or if you are already a Jigsaw user and already have an account, just send an email to recruitingsales@jigsaw.com; mention HRCA and Craig will add the points to your account.

2008/09 CALENDAR OF EVENTS

Tuesday, July 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

Tuesday, July 8th, 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: coachmemartin@aol.com

Tuesday, December 4th, 2008 (Tuesday)

Tuesday, August 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, August 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: coachmemartin@aol.com

Tuesday, September 2nd, 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, September 9th, 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: coachmemartin@aol.com

Tuesday, October 7th, 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, October 14th, 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: coachmemartin@aol.com

Tuesday, November 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, November 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: coachmemartin@aol.com

Tuesday, December 2nd, 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, December 9th, 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: coachmemartin@aol.com

Tuesday, January 6th, 2009 (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 13th, 2009 (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: coachmemartin@aol.com

Tuesday, February 3rd, 2009 (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 10th, 2009 (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: coachmemartin@aol.com

Tuesday, March 3rd, 2009 (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 10th, 2009 (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: coachmemartin@aol.com

Tuesday, April 7th, 2009 (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: coachmemartin@aol.com

Tuesday, April 14th, 2009 (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, May 5th, 2009 (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: coachmemartin@aol.com

Tuesday, May 12th, 2009 (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, June 2nd, 2009 (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: coachmemartin@aol.com

Tuesday, June 9th, 2009 (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

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.

ADVERTISEMENT

*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 Deborah Rousseau & Susan Welsh at **Michael's Restaurant** in Mountain View.

For more information visit:

www.siliconvalleyrecruitersluncheon.com

THANK YOU TO: Ingrid Smith of McAfee

HRCA would like to thank Ingrid Smith of McAfee for hosting the June 12th event. HRCA appreciates your support!

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. There are two ways to pay you can either pay on-line at:

<http://www.hrca.com/membership.php>

or you can send a check to:

HRCA Membership
2464 El Camino Real #206
Santa Clara, Ca 95051

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@bridgenex.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:

HRCA
2464 El Camino Real #206
Santa Clara, Ca 95051

E-mail: hrca@hrca.com

www.hrca.com