



# HRCA Newsletter

Volume 3 Issue 1  
December 05/January 06

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### Our Next Meeting...

#### HRCA Christmas Celebration

This year Merrill Martin will host the annual HRCA Christmas bash and White Elephant gift exchange at his home in Redwood City.

**When:** December 3rd, 2005  
5:00 PM till whenever...

**Where:** Merrill's House  
2646 Eaton Ave,  
Redwood City, Ca

Please RSVP by Friday, December 2<sup>nd</sup> to Merrill at: [Merrillm@yahoo-inc.com](mailto:Merrillm@yahoo-inc.com) Cell: 650- 349-3248

## INTRODUCTION

By Nathan Sanders  
Secretary/Board Member, HRCA

Happy Holidays seasons to all of you HRCA members. This newsletter marks the first newsletter released by our newly elected board. As has been communicated in previous emails; a big welcome and thanks is extended to our new President Merrill Martin and our previous President Sue Polo; thanks for your drive and examples of leadership.

As was the previous newsletter schedule under the drive of James Duran and his staff. The current HRCA Newsletter will be released once every other month. And will contain HR and Staffing focused articles by both members of HRCA and other professionals in these domains along with job leads and other relevant information. If you are interested in writing an article, have a job lead, or would like to refer another professional to write an article please contact Nathan Sanders at: [nathan@bridgenex.com](mailto:nathan@bridgenex.com).

## MESSAGE FROM THE PRESIDENT

Dear Members:

As another year comes quickly to an end, I want to let everyone know how happy I am to be part of leadership team of HRCA. I want to thank Sue Polo, Terrie Rayl and all of the other HRCA members who helped integrate me into this association. I found HRCA doing a search engine search in early 2002. I was looking to join a group in which I could network with HR professionals and learn what it would take to be a successful Contract Recruiter. I have attended almost every board meeting, program and social event HRCA has had since. For me the dividends have been astounding. I have met some incredible and knowledgeable HR contractors as well as fine tune my skills.

I am currently working in a gig that I dreamed about when I starting looking for a gig in April 2002. HRCA helped me understand the components of successful Contract Recruiting and I owe a large part of my success to being part of this organization. Thank you very much, HRCA members.

## MESSAGE FROM THE PRESIDENT, Cont'd

My goals for HRCA this year, 2005-2006:

- \*Increase member participation with HR people who want to be part of a vibrant organization.
- \*Continue to provide programs that will improve and keep our contract skills up to date
- \*Provide a network that helps both members and companies fulfill their contract HR objectives
- \*Increase the strength of our contract HR Generalist expertise
- \*Improve our international perspective
- \*Have fun, and enjoy each other

The key to our success is sharing our expertise and experiences.

Some of the key events:

Job Leads meetings at Blue Pheasant restaurant, Cupertino:  
First Tuesday of each month from 7-8:30pm.  
Contact: Courtney Brubaker – [c2b@comcast.net](mailto:c2b@comcast.net)

Board meetings:  
Second Tuesday of every month from 6:30-8pm at Chapala's Mexican restaurant, Mountain View  
Contact: Merrill Martin – [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com) or [coachmemartin@aol.com](mailto:coachmemartin@aol.com)

Ongoing programs through the year will be happening every month to assist each of us achieve our goals.

Looking forward to meeting every member and welcome your questions and input.  
Sincerely,  
Merrill

**Merrill Martin**, Staffing Consultant, based in San Jose, CA, is President of HRCA, offering his experience and leadership to fellow professionals in HR.

Mr. Martin can be reached at [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com) [coachmemartin@aol.com](mailto:coachmemartin@aol.com) 408.349.3248 or 650.207.0785.  
HRCA's website is <http://www.hrca.com/>.

## HRCA BOARD MEMBERS 2005-2006

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**Beverly Jackie**  
Treasurer  
408.626.4237  
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## HRCA committee chairs

<b>Membership</b>	Fara Chan	<a href="mailto:fchan18@comcast.net">fchan18@comcast.net</a>
<b>Generalist</b>	Vacant	
<b>SJMN Job Fair</b>	Regina Panikar	<a href="mailto:rpanikar@attbi.com">rpanikar@attbi.com</a>
<b>Client Marketing &amp; Website</b>	Terrie Rayl	<a href="mailto:trayl@staffingsource.com">trayl@staffingsource.com</a>
<b>GTRN Rep</b>	Nathan Sanders	<a href="mailto:nathan@bridgenex.com">nathan@bridgenex.com</a>
<b>Job Leads Group</b>	Courtney Brubaker	<a href="mailto:c2b@comcast.net">c2b@comcast.net</a>
<b>Newsletter</b>	Nathan Sanders	<a href="mailto:nathan@bridgenex.com">nathan@bridgenex.com</a>

## ARTICLE #1: HOW TO THRIVE IN TIMES OF CHANGE

By Donald Eblen  
Independent Staffing Consultant, Intuit, Inc.



The changing landscape of business, markets and work is encouraging astute individuals at all levels to gain support from networks and relationships.

Managing change is apart every savvy Human Resources person. The permanent uncertainty of life in the Bay Area means that Human Resource talent must Continually operate outside of our comfort zone and push the boundaries of our ability to adapt. Knowing what you know and doing what you have been doing is not enough to be paid what you have been paid in your future.

Seizing opportunities that constant change presents and using these opportunities as a source of market advantage, is often our greatest challenge. This is especially true because we have to overcome our own natural resistance to change. Having HRCA relations and continuing to build our network is valuable support to help to adapt to the new and exciting opportunities presented. Venturing out to learn new tools and to acquire new skills is prerequisite to help ensure you are par in today's market. We need to more than ever to remain flexible, competent and relevant in all of the challenging times within the boundaries of personal challenges.

Personal and career transitions are one of the most critical and difficult of our life's experiences. It can be intense for both the mind and heart, and test us in the most fundamental way. Change is also happening at an unprecedented pace. Change has led astute individuals to focus part of Their energy on developing a range of adaptable responses, new skills, and on forming purposeful relationships.

The business-savvy is developing resilience by building our own trusted networks, both within and outside the organization. Rather than waiting for the next

blowout/up, why not lay the groundwork for adaptability by creating a self-directed support group; a group which offers diverse experience, perspective, input, influence and referrals.

These people become your think tank. The power of network is building a set of relationships (both close and distant) people with mutual values which impacts on our ability to get things done, to develop and to learn. Coming together with colleges in the confines of HRCA and other similar organizations can be an experience, which will yield continued and beneficial career stability.

**Donald Eblen**, Staffing Consultant, based in San Jose, CA, is Vice President of HRCA, offering his experience and leadership to fellow professionals in HR.

Mr. Eblen can be reached at [donaldeblen@msn.com](mailto:donaldeblen@msn.com) ; HRCA's website is <http://www.hrca.com/>.

### QUOTE

"Your biggest break can come from never quitting. Being at the right place at the right time can only happen when you keep moving toward the next opportunity."

--Arthur Pine

## ARTICLE #2: 5 EFFECTIVE WAYS TO SOURCE CANDIDATES (CHAPTER 1)

By Nathan Sanders  
Founder/Manager, BRIDGENEX



Often times when I sit down with a new hiring Manager the first question out of their mouth is: *“So tell me what your strategy is for filling these positions?”* As if there was a cookie cutter answer that I can provide them with that I should have ready made from staffing school 101. My response is always something along these lines: *“What can we do together to identify the right talent and people to have the right conversations with?”* The intention here is to accomplish two things: 1.) To communicate to the Manager that we are involved in a team effort here and the results of this effort will depend on what we are able to accomplish together. 2.) This opens the door for a brainstorming session; where both the hiring Manager and I have a comfortable forum to began sharing ideas of what avenues may be productive. Believe it or not Hiring Managers often have very useful information that they are completely unaware of; more times than not this information is the key for finding the right talent and filling the position. This series of articles that I will be presenting over the next few HRCA Newsletters will cover the sourcing strategies that from my experience have been the most effective.

### Sourcing Strategy #1 – Pyramid Reference Turning

The concept of Pyramid Reference Turning is very similar to a Pyramid Marketing Scheme... Only your not selling crap, but rather an opportunity and you are the driver of the entire process.

It's most effective when you have access to existing job applications of the employees that are employed for your current client. You begin by pulling the applications of the current employees that are performing the job or have similar skills to your current open position. You then pull their references off the application, which are usually their peers or previous Managers and begin your sourcing trail here by making the calls.

In the initial conversation you explain to the reference that one or more of their friends are working with your currently client and that you would like to see if they would be open to having exploratory conversations about the specific opportunity. If they are comfortable moving on from here your next step is to confirm their qualifications and lead them down the trail of becoming a candidate. Once they are comfortable with the idea of being a candidate you ask for two things: a resume of course, and references. I usually ask for 2 Managers and 2 Peers, Sometimes 3 Peers and 1 Manager depending on the focus of my search. You have now turned 1 qualified reference into 4 new leads and sources that have a high probability of being qualified; hence the concept of a Pyramid.

You continue this process with each and every reference that qualifies and as you do so you begin to generate qualified candidates and network yourself more and more into the community of people that you need to be talking too. Remember: don't be afraid to over develop your conversations with these candidates as the more report you have with them; the more likely they will feel comfortable sharing information with you.

### Sourcing Strategy #2- Small Size Company RAID

An oldie but goodie, this tactic works well especially if you are able to identify key competitor companies that have a low head count. Let's say 100 or fewer employees. A smaller employee base reduces the time it takes you to map out the company, and identify the key players. There are many ways to do this but I typically use the following process.

First I identify 2 to 3 companies that are direct competitors and have acquired the same resources and talent, as my client needs. Next I use a digital phone recorder and plug it into my phone system so that I can record everything that happens on the phone. I'll then proceed to call into the company directory after hours and manipulate the automated phone directory to list out all employees in company "X"; sometimes you'll get lucky and get extensions to go along with the names.

So now; I have a target company; and I have the names of every employee in the company but I have no idea who's who and who does what... who are the key players? To solve this problem I turn to my current clients Applicant Tracking System and I run a search on current employees that are currently employed with my

client but use to work for company "X". Because, I need a friend that knows who the key players are.

The conversation usually goes something like this: "How's it going? I'm Nathan Sanders and I work in our staffing and talent acquisition group. I'm touch base with you for two reasons. 1.) To see how things are going for you here and see if this has been an enjoyable experience for you and 2.) I need your help to help me review a list of potential new candidates from your previous company. We are currently talking with a few individuals there who are unhappy and we would like to potentially talk to additional folks there about opportunities here. At this point we have already mapped out and developed a list of everyone in the company. But we could use some help identifying what their role is in the organization."

Then proceed to share the names and ask for input on any of the people they are familiar with. The employee will usually be impressed that you already have such an abundance of information on their previous employer and will usually feel more comfortable helping you when you have already shared so much information with them.

Often times with smaller companies you'll get lucky and one person may be able to help you identify whom everyone is. Sometimes you're not so lucky and you will need to identify several people that worked for company "X" to help you fully develop your list.

Once you have a fully developed list or have identified the talent your client needs you can begin to call in and strategically recruit them. You also now have a great resource for the future hiring needs of your client.

### **Sourcing Strategy #3 – Employee Referral Campaign**

Most companies hire at least 30% to 40% of their workforce through employee referrals and often times more. These hires are also often times the best hire a company can make because they are bringing on a known individual with known skills and ability.

However, while 30% to 40% is a significant percentage of hires it's very realistic that a company could hire as much as 70% of their employees through the referral program if their staffing organization is extra proactive in their communications to employees and use targeted campaigns to highlight the companies current needs.

The first step you will need to take here is getting the required permissions and alias necessary to send out an email campaign to all employees. Once you have these; you'll want to write out a campaign highlighting the employee referral program (if there is one?); and highlighting your top positions with detailed job descriptions (This will make it easy for the employees to forward the opportunities to their friends). If you really want to drive the message home send this campaign out each and every week and watch the referrals role in.

If you want to take it to the next level and are comfortable being even more aggressive in your approach; identify who the individuals are in your current client that have the skills your are looking for and then sit down and talk with each and every one of them... asking them questions like: Who have you stayed in touch with throughout your career? Who were the top performers at the last few companies you worked with? Who were your mentors and how did you get to where you are today?

While this process is very time consuming (especially if you take the time to talk with each individual). Remember that you will be leading yourself to the best possible hires from the best possible sources (your clients employees).

### **Sourcing Strategy #4 – Targeted Email Extraction Campaigns**

In today's world the internet has virtually made almost all information readily available; so often times the challenges becomes figuring out how to find it and consolidate it into useful information for your search in a timely manner.

In this scenario were going to use software to accomplish this task. The first step is to identify our target companies and our target organizations and groups. Then we will feed the URL of each of these in to an email extraction tool that will data mine only the sites in the domain we feed it. This will allow us to build a large database of the email address of the people that are working at our targeted companies or are associated with the groups and organizations that we have specified (sometimes you will have to get a little creative to identify your targets). We will then generate an email list and send out a campaign highlighting the opportunities we have available with our current client.

There are many extraction tools on the market but the two I personally use are "Xtreme Xtractor Pro" from Extractor Software and "Extrct Link" from Spadix Software ([www.spadixbd.com/mlink](http://www.spadixbd.com/mlink)). Both of these Software packages are very effective and very affordable (some where in the \$50 to \$100 range) and are worth the investment if you're going to be serious about an online attack and sourcing strategy.

### Sourcing Strategy #5 – Automated Board Mining

Most of the techniques I've shared above are very time consuming and it's not realistic that you can work all of these angles if you are spending the time in your day focusing on more of the conventional resources like mining job boards one at a time... Vendors like AIRS Oxygen, TalentHook, and several others are beginning to integrate this function into their sourcing modules with features like automated meta searches that allow you to plug-in all of your job boards usernames and passwords and run a single search over all sources which saves you the time of having to run individual searches. However, many of these are fairly pricey and maybe a hard sell to your client... especially when they are already paying you a hefty hourly ransom.

My tool of choice to automate my daily routine searches is "InfoGIST Resume infoFinder" from InfoGIST Technology ([www.infogist.com](http://www.infogist.com)). This tool is very effective and will allow you to set up automated Meta searches; direct email campaigns; forwarding of candidates, etc. In addition it's reasonably priced starting at \$2600/Yr for a single user license and is a much easier sell to your client when they look at ROI. Using a tool like this will allow you to free up your time to focus on more productive sourcing strategies and spend the majority of your time focusing on channels that will produce a higher level of talent than will a job board.

In the world of sourcing there are endless channels that we can use to generate candidates and build a path for success. Above I have shared techniques that have worked for me; and that are a valuable part of my process. While each and every strategy may or may not be the best approach for each individual search you take on; it is always an advantage to consider these as well as many others as you map out your plan for success with your hiring Managers... Happy Hunting!

**Nathan Sanders** is the Founder and Manager of BRIDGENEX (Professional Workforce Solutions) and is a current board member and Secretary of HRCA. More information can be found at [www.bridgenex.com](http://www.bridgenex.com).

## ARTICLE #3: MANAGING YOUR BOSS

By Thomas J. Zuber, MD, and Erika H. James, PhD  
Professors at Emory University



Great organizations, whether they are medical practices, medical schools or hospitals, are the product not only of dynamic leadership but, perhaps more importantly, a dynamic following. While most physicians assume some sort of leadership role in their organizations and indeed in the health care system at large, they also often find themselves accountable to a medical director, physician manager, administrator, etc. Yet for many, this role can be difficult. Some days, they perceive the "boss" as a roadblock to success; other days, they believe the only way to succeed is to follow blindly. How do you strike the right balance? The answer is in learning to manage upward.

### Do you tend to be rebellious or overly compliant?

Managing up is the process of consciously working with your boss to obtain the best possible results for you, your boss and your organization. This is not political maneuvering or "kissing up." Rather, it is a deliberate effort to bring understanding and cooperation to a relationship between individuals who often have different perspectives.

Managing up may seem counterintuitive in a world of top-down organizational structures. Physicians often invest significant time and effort in managing the nurses or office personnel they directly supervise, yet they take a passive approach to managing their supervisors. Doing so can harm the individuals and the organization. For example, failure to manage your boss can result in misunderstandings about what you expect from one another and cause you to waste time on tasks that are

not in line with organizational goals. Furthermore, career progress and satisfaction rarely occur if you don't manage your boss. In fact, some suggest that the primary duty of all employees is to have a successful relationship with the boss. Are you up to the task?

### **Recognize the value of the relationship**

Managing your boss begins with an understanding of the value of the relationship, which has been described as "a mutually dependent existence between two fallible individuals." You depend on your boss for direction, feedback and support, while your boss depends on you for new ideas, hard work and cooperation to achieve the organization's goals. Both sides have needs, and both sides have something to offer. It is a critical relationship worth tending to.

Here's where to start:

**Get to know your boss.** The first rule for managing bosses effectively is to understand who they are and what they want. In other words, put yourself in their shoes. While many physicians have a superficial understanding of their bosses' goals and pressures, they often fail to assess the individual strengths, weaknesses, aspirations and work styles of their supervisors. Exploring these issues will help you think outside of your own needs, identify commonalities you never knew existed and gain insight on how to interact more effectively with your boss. For example, some bosses are "readers," meaning they prefer to receive information in written form (e.g., e-mail and memos). Others are "listeners," meaning they prefer to receive information verbally (e.g., face-to-face or telephone conversations). If you want your ideas to be heard, make it easy for your boss by communicating in the manner he or she prefers. You'll be meeting your boss's needs as well as your own.

**Get to know yourself.** Developing an effective working relationship with your boss also requires that you understand yourself. Recognize your strengths, weaknesses, goals and personal needs, and pay particular attention to how you respond to being managed. For example, do you tend to be rebellious or overly compliant?

**Managing up requires patience, emotional maturity and the courage to take action.**

Rebellious physicians often resent their bosses' authority and rebel against their decisions. This type of behavior is common among those who are used to being the experts or authorities in their relationships.

Subordinating themselves or having to respond to or comply with the desires and demands of a boss can be very unpleasant to them. They may, in fact, view the boss as a hindrance to progress and react impulsively and negatively to the boss. If you are a rebellious physician, what you need to remember is that how you deal with your negative feelings toward your boss will often determine the course of the relationship. Failure to recognize your tendencies and actively manage the situation early on can lead to a dysfunctional relationship.

Overly compliant physicians are at the other behavioral extreme. They swallow their emotions and become passive even in the face of poor decision making by their supervisors. Because these individuals always want to agree with the boss, they often fail to provide needed input on key decisions. If you are an overly compliant physician, what you need to remember is that your inaction can cause great harm to the organization, in part by perpetuating poor decision making by those at the top.

While not all individuals fall into these two extremes, it is important to understand your tendencies. If you can predict your reactions (or overreactions) to your boss, you may be able to avoid distressing situations and build a more productive relationship. You will also be better prepared to advocate for your own needs.

### **Dare to follow well**

Managing up is no easy task. It requires patience, emotional maturity and the courage to take action, but its rewards are worth the effort.

Here are some specific ways to practice the art of managing up:

**Solicit clear expectations and priorities.** One of the worst mistakes you can make is to assume you know what your boss expects. Most bosses do not spell out their expectations, and the burden of discovery falls on those below them. Don't wait for your boss to provide you with this information. Instead, initiate a series of informal discussions on "our objectives," helping your boss clarify and communicate his or her ideas - and making sure you communicate your own ideas as well.

**Provide adequate information.** Information is power, and for many physicians, withholding information from

their boss is a way to feel some sense of power. However, ultimately this tactic works against you. A poorly informed boss cannot advocate for your needs or make the best decisions for your organization. Be willing to share what you know and to keep your boss informed at the level that fits his or her work style.

**Relay good and bad news.** Some supervisors give both verbal and nonverbal clues that they only want to hear good news; they don't want to hear about problems. These bosses can represent a particular challenge. Great organizations do not ignore their problems or try to sweep them under the rug. Instead, they face them head on with courage and innovation. For the good of the organization, you must communicate failures with successes, but do so delicately and appropriately. In addition, you should be prepared to accept good and bad news yourself, whether it focuses on your individual performance or the organization at large.

**Build trust.** A key element in managing your boss is building trust in the relationship by being trustworthy. Most physicians are dependable, hardworking and well-meaning, but because of misunderstandings or mismatched priorities, they can be inappropriately labeled as problem physicians. To combat this, make every effort to maintain honesty and dependability by honoring commitments and deadlines. Your positive example will impact not only your boss, but others around you.

**Help your boss manage his or her time.** For most supervisors, time is a precious commodity. Effectively managing your boss will require that you respect his or her time. Every request made of the boss uses up resources, so make sure your requests are necessary. Don't take every issue to your boss for his or her opinion. Instead, come up with your own ideas to solve problems and then act on your own, where appropriate. You might even want to try doing something intentionally to make life easier for your boss. Perhaps your boss will spend that free moment advocating for your needs.

**Sell your issue.** Bosses aren't mind readers. To get what you want in your organization, you have to ask for it and you have to sell your boss on the issue. This isn't manipulation but a legitimate set of techniques to make it easier for your boss to understand and accept your ideas. Don't expect your boss to understand your issue automatically. Learn how to present it, for example, by "bundling" (connecting your issue to another important issue for the organization) or by "framing" (placing it in a moral or business context that your boss can understand). You should also carefully select your

language (e.g., speak numbers if your boss is a numbers person) and, where appropriate, involve other individuals in the selling effort. With some bosses, you'll be more successful selling your issue in private versus trying to convince them in a public setting. And of course, pay attention to your timing, making sure you present the issue when other more pressing issues are not consuming your boss's attention.

**Give positive reinforcement.**

Everyone within an organization needs positive reinforcement. You need it; your boss needs it. Some experts even suggest that the most important objective for employees is to appear supportive of their bosses. Empathize with the boss. Praise his or her achievements without appearing sycophantic. And express appreciation whenever it can be honestly conveyed. It will help your boss do his or her job better, which is ultimately in your favor.

**Being angry, disgruntled, accusatory or passive will only make things worse.**

**Choose your words.** Physicians often are meticulous and critical in their clinical work; however, in organizations this critical nature can be threatening. Learn not to pass judgment immediately as you learn about a new technology or a new way of practicing. Where you are right to pass judgment, do so with tact and good intentions. For example, if you disagree with a policy, thoughtfully explain your reasons, rather than saying simply "this is bad and should be axed."

**Focus on what you can change.** Let's face it. There are a lot of terrible bosses out there, and it is unlikely that you will successfully change anyone. While you can't control your boss, you can control your attitude. And to a large extent, managing up is simply that: having the right attitude. Being angry, disgruntled, accusatory or passive will only make things worse. When you realize that you do have the power and influence to make things better, you are on your way to creating a more effective organization, a more fulfilling career and a better boss indeed.

*Dr. Zuber is an assistant professor in the Department of family and Preventive Medicine, Emory University School of Medicine in Atlanta. Dr. James is an assistant professor in the Department of Organization and Management, Goizueta School of Business, Emory University. Conflicts of interest: none reported.*

**QUOTE**

"Things may come to those who wait, but only things left by those who hustle."

--Abraham Lincoln

**ARTICLE #4: NEXT GENERATION SYSTEMS**

By John Sumser  
Editor, Interbiznet.com



It is a widely accepted fact that Human Capital is seriously underutilized. Placement float times between projects within a company, horrible delays in placement processes, dreadfully inexact measures of capabilities, skills and aptitudes, and other people and time wasters characterize the standard fitting of people, task and company. It's a level of waste and inefficiency that we will be unable to sustain, given the long-term labor shortage and immediate economic demands.

It's time to move things to the next level. While the Electronic Recruiting Industry has evolved around the movement of job postings on the internet, that is only a primitive start towards our ultimate end: a set of tools that manage labor supply in a just-in-time fashion while ensuring that existing assets are utilized in the most effective ways possible.

We are missing some serious tools. In relative order of importance, here are the items yet to be developed:

1. An organization simulator that looks at work requirements and tests the performance of various combinations of teams.

2. A dynamic job describer (that accounts for the difference between the job that you sign up for and the job you get)
3. A real fit tool that couples personality assessment, team interaction dynamics and skill levels
4. A model of corporate culture that defines the relative importance of hiring variables and makes apples to apples comparisons of performance possible
5. Team assessment tools that demonstrate relative contributions by individuals and overall team performance
6. Decision support for hiring managers as they encounter reassignment possibilities
7. Knowledge management systems that reframe hiring requirements before they turn into capital acquisition decisions
8. Conflict management support systems that allow first level supervisors to transform interpersonal struggles into creative solutions
9. Career management tools that engage the whole person, from credit history and financial circumstances to intellectual and artisan skill development
10. Surge capacity analysis tools that enable a manager to understand just how far to push a team.

In other words, the decision to hire a new person is not a single occurrence steady state event. Hiring happens because work teams have reached their capacity (under the current manager), because new business makes them possible, for replacement purposes, and for fifty other reasons. In each specific case, the requirements of a job are partially contingent on the reasons for its creation. Some are clearly defined, some are pretty ambiguous. Tools that help internal managers with overall workforce utilization are the missing components of next generation systems.

**John Sumser** is the Editor of Interbiznet.com and has been writing Staffing and Human Capital Management focused articles since More information can be found at: [www.interbiznet.com](http://www.interbiznet.com)

## 2005/06 CALENDAR OF EVENTS

December 3rd, 2005 (Saturday)

### HRCA Holiday Party

Come celebrate the Holiday Season with you're your fellow HRCA members and Family at our Annual White Elephant gift exchange.

**When:** 5:00 PM till whenever.

**Where:** Merrill's House  
2646 Eaton Ave,  
Redwood City, Ca

**Cost:** There will be a White Elephant gift exchange with a maximum purchase price of \$15; please bring a gift.

**To RSVP,** please call Merrill at 408-349-3248 or email him at: coachmemartin@aol.com

December 6th, 2005 (Tuesday)

### Job Leads Group Meeting

Meet to discuss current contract opportunities if you are looking for a gig.

**When:** 7:00 PM

**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, Ca

**To RSVP,** Please contact Courtney Brubaker at: 650-983-4311 or c2b@comcast.net

December 13th, 2005 (Tuesday)

### Board Meeting

**When:** 6:30 PM

**Where:** Chapala Mexican Restaurant  
570 N. Shoreline Blvd.  
Mountain View, Ca

**To RSVP,** please call Merrill at 408-349-3248 or email him at: coachmemartin@aol.com

January 3rd, 2006 (Tuesday)

### Job Leads Group Meeting

Meet to discuss current contract opportunities if you are looking for a gig.

**When:** 7:00 PM

**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, Ca

**To RSVP,** Please contact Courtney Brubaker at: 650-983-4311 or c2b@comcast.net

January 10th, 2006

### Board Meeting

**When:** 6:30 PM

**Where:** Chapala Mexican Restaurant  
570 N. Shoreline Blvd.  
Mountain View, Ca

**To RSVP,** please call Merrill at 408-349-3248 or email him at: coachmemartin@aol.com

January 31st, 2006 (Tuesday)

### Ron Garrity Legal Update Program

Come hear about all of the important changes that are occurring within employment law for 2006.

**When:** 5:30pm - 6 for networking  
6:00pm - 7 for the program.

**Where:** Lee Hecht Harrison  
1740 Technology Dr. Suite 400  
San Jose, Ca

**To RSVP,** Please call Terrie Rayl at: 650-968-7722 x41 or [trayl@staffingsource.com](mailto:trayl@staffingsource.com)

February 7th, 2006 (Tuesday)

### Job Leads Group Meeting

Meet to discuss current contract opportunities if you are looking for a gig.

**When:** 7:00 PM

**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, Ca

**To RSVP,** Please contact Courtney Brubaker at: 650-983-4311 or [c2b@comcast.net](mailto:c2b@comcast.net)

February 13th, 2006 (Monday)

### Board Meeting

**When:** 6:30 PM

**Where:** Chapala Mexican Restaurant  
570 N. Shoreline Blvd.  
Mountain View, Ca

**To RSVP,** please call Merrill at 408-349-3248 or email him at: [coachmemartin@aol.com](mailto:coachmemartin@aol.com)

February 28th, 2006 (Tuesday)

### Rick Olivieri Presents a Compensation Update Program

**When:** 5:30pm - 6 for networking  
6:00pm - 7 for the program.

**Where:** Lee Hecht Harrison  
1740 Technology Dr. Suite 400  
San Jose, Ca

**To RSVP,** Please call Terrie Rayl at: 650-968-7722 x41 or [trayl@staffingsource.com](mailto:trayl@staffingsource.com)

March 7th, 2006 (Tuesday)

### Job Leads Group Meeting

Meet to discuss current contract opportunities if you are looking for a gig.

**When:** 7:00 PM

**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, Ca

**To RSVP,** Please contact Courtney Brubaker at: 650-983-4311 or [c2b@comcast.net](mailto:c2b@comcast.net)

March 14th, 2006 (Tuesday)

### Board Meeting

**When:** 6:30 PM

**Where:** Chapala Mexican Restaurant  
570 N. Shoreline Blvd.  
Mountain View, Ca

**To RSVP,** please call Merrill at 408-349-3248 or email him at: [coachmemartin@aol.com](mailto:coachmemartin@aol.com)

April 4th, 2006 (Tuesday)

**Job Leads Group Meeting**

Meet to discuss current contract opportunities if you are looking for a gig.

**When:** 7:00 PM

**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, Ca

**To RSVP**, Please contact Courtney Brubaker at: 650-983-4311 or c2b@comcast.net

April 11th, 2006 (Tuesday)

**Board Meeting**

**When:** 6:30 PM

**Where:** Chapala Mexican Restaurant  
570 N. Shoreline Blvd.  
Mountain View, Ca

**To RSVP**, please call Merrill at 408-349-3248 or email him at: coachmemartin@aol.com

May 2nd, 2006 (Tuesday)

**Job Leads Group Meeting**

Meet to discuss current contract opportunities if you are looking for a gig.

**When:** 7:00 PM

**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, Ca

**To RSVP**, Please contact Courtney Brubaker at: 650-983-4311 or c2b@comcast.net

May 9th, 2006 (Tuesday)

**Board Meeting**

**When:** 6:30 PM

**Where:** Chapala Mexican Restaurant  
570 N. Shoreline Blvd.  
Mountain View, Ca

**To RSVP**, please call Merrill at 408-349-3248 or email him at: coachmemartin@aol.com

May 10th, 2006 (Wednesday)

**The Best of the Best of HR**

HR Symposium presents "The Best of the Best of HR". The presentation speaker will be Bob Johnson, institute of the Future. Panelist will be: Deb Barbara, Jean Halloran, Peg Wynn, Eva Sage-Gavin, Gwen McDonald and Mary Jean Connors.

**When:** TBD

**Where:** TBD

**To RSVP**, please call Helen Heath at 408-248-4722 or heathgroup@comcast.net

June 6th, 2006 (Tuesday)

**Job Leads Group Meeting**

Meet to discuss current contract opportunities if you are looking for a gig.

**When:** 7:00 PM

**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, Ca

**To RSVP**, Please contact Courtney Brubaker at: 650-983-4311 or c2b@comcast.net

## 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 Merrill Martin, HRCA President, at [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com); [coachmemartin@aol.com](mailto:coachmemartin@aol.com) 408.349.3248 or 650.207.0785
- **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 408-914-8180 or [nathan@bridgenex.com](mailto:nathan@bridgenex.com).
- **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: Merrill Martin, HRCA President, at [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com); [coachmemartin@aol.com](mailto:coachmemartin@aol.com) 408.349.3248 or 650.207.0785
- **Advertise in the HRCA newsletter.** Advertising in this newsletter is a great way to contact people in the HR Consulting community. For more information, please contact: Nathan Sanders, Newsletter Chair, at 408-914-8180 or [nathan@bridgenex.com](mailto:nathan@bridgenex.com).

## THANK YOU TO Dr. John Sullivan & Google

HRCA would like to thank Dr. John Sullivan for sharing his knowledge and time and Google for the use of their facilities. We appreciate 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](http://www.hrca.com) and fill out the membership application form, you'll also find a regularly updated directory listing of all members. If you are not a member, we encourage you to complete the membership application form and submit the appropriate membership dues to:

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

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

**For more information**, please visit our web site: [www.hrca.com](http://www.hrca.com) or contact "Fara Chan" at [fchan18@comcast.net](mailto:fchan18@comcast.net).

## HRCA TIP:

*"Develop a call list at the beginning of each week. Include direct business contacts and associates. Make your list consist of at least 10 people to call for that week. Then complete this same process each week with 10 new contacts and watch your network and business grow"*

**By: Nathan Sanders -HRCA Secretary**

***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: Courtney Brubaker at: 650-983-4311 or c2b@comcast.net