

# HRCA Newsletter

Volume 1 Issue 33

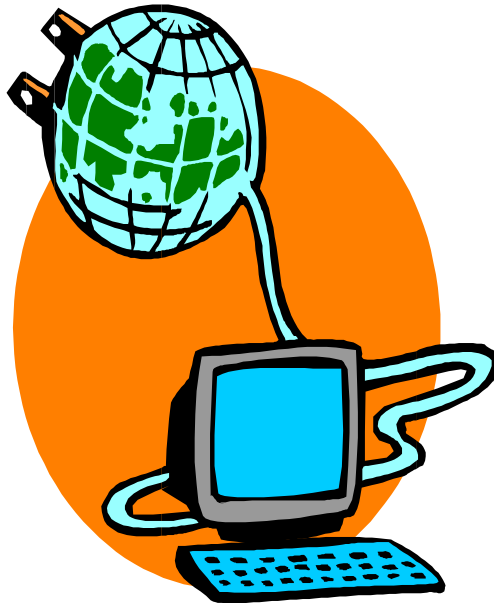
July/August  
2002

## July/August 2002 HRCA Newsletter Summary

By James Duran

### SUMMARY & INTRODUCTION

Welcome to the 4th issue of the HRCA 2002 Newsletter! Article submissions for the newsletter can be forwarded to me directly at [jamesd@duranhcp.com](mailto:jamesd@duranhcp.com) This issue begins with a Letter from the President. Terrie Rayl has an exciting year in store for us, so take a look at the HRCA plans for 2002/2003. This is your newsletter, so please forward articles, reviews, and comments and or share your expertise with other members. If you've read something interesting recently for example, and you learned something you'd like to share with other members use this newsletter as a communication vehicle. As an example of this, two of my feature articles in this issue were triggered by recent articles I've read. One of these is on the controversial subject of terminations by Dr. John Sullivan, and another article, an interview of Mike Mullarkey, CEO of Workstream, was triggered by an article recently written in Interbiznet by John Sumser. The third feature article in this issue of your newsletter is a summary of the recent 2002 Staffing.org cost per hire metrics report, an annual favorite! As usual, I



have a current **Calendar of HR and Recruiting Events** for the rest of the year. In this issue, you'll also find an interesting article on Silicon Valley Women in HR, written by Marcia Stein. As another regular column, you'll find all the latest unemployment statistics here too, summarized YTD! For two other columns, find our web site pick of the week and another legal update on background checks which follows up on a previous one on the same subject. For another regular column, look for the update on what's happening with the GTRN. As you read this newsletter, and it stimulates your interest in something, call or write me, and if you don't make the time to write an article on it, I might!

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## Letter from the President

Welcome to a new year with the HRCA. Your Board of Directors has ambitious plans for this new year. Based upon your feedback from the surveys that we received it looks like there are several opportunities to provide services and value offerings to the membership. It is our goal to do just that.

I definitely welcome a free exchange of ideas and thoughts on how we can make the HRCA a better organization. Our Board meetings are open and we welcome you to come and attend and be a part of the future. The next Board meeting will be Thursday, September 12<sup>th</sup> from 6:00 – 8:00 pm at Pedro's restaurant in Santa Clara.

Some of the larger initiatives that we are targeting are: Networking, Job Leads, the Website and Client Marketing.

One of the greatest benefits of an organization like the HRCA is the ability to meet others in your chosen profession, to develop friendships and professional alliances and to create an opportunity to broaden your own knowledge base. Since the HRCA is an organization comprised of consultants practicing many specialties, you as a member can meet people in compensation, benefits, organizational development, HR generalists and staffing professionals. This collection of people can add to your individual knowledge base and be of true value when you have questions and are providing services to your client. Help and answers are only a telephone call or lunch away.

With that in mind, we will be conducting networking lunches to provide a forum for people to get together, meet and mingle and share information. We'd like to move these lunches around a bit – so email me at [trayl@staffingsource.com](mailto:trayl@staffingsource.com) with some of your favorite restaurants. The rule is that the lunch must be inexpensive, but with good food. Our next networking lunch will be held on Tuesday, September 17<sup>th</sup> at 11:30 at Amber India in Mountain View. Watch your email for the formal invite.

One of the greatest concerns that came through the survey was the lack of job leads. Everyone understands that this is a tough market right now, so we must pull together as an organization to try to help one another. We are forming a jobs lead group. I've been a part of these in the past and they are very productive. Come to the meeting on Tuesday, August 27<sup>th</sup> at 6:00pm at the offices of Lee Hecht Harrison in San Jose at 1740 Technology Drive, Suite 400. Please email your RSVP to Sue Fox at [suef@duranhcp.com](mailto:suef@duranhcp.com) for this event – we want to know how many members want to find work!

We will also be working on our website to provide more tools for client companies to find us and to provide more information for both the members and our client companies. Merrill Martin is heading up this committee so if you have ideas or would like to help out, please contact him at [coachmemartin@aol.com](mailto:coachmemartin@aol.com). John Hennessy and his wife Erin, both HRCA members will help find information and job leads from the Internet that will be useful to our members and clients.

One of the main reasons that I joined HRCA was the opportunity for professional development. We are planning three professional de-

velopment programs this year to provide areas of expertise to build your skill set. The first of these will be held on Tuesday, October, 29<sup>th</sup>. Eric Lane, a professor of Strategic Staffing at San Jose State University and Director of Talent Acquisition at Intuit will share some of his most closely guarded secrets of recruiting. This will be a good program for both staffing and generalists. Make sure you attend.

The Board is also looking to build a core group of members who will contact our client members and share the benefits of HRCA with them. I am looking to find a group of eight to ten people to participate in this effort. Each person will own a list of 20 companies and will be the primary contact for these companies with the HRCA. Sounds like a great opportunity to network with some hiring managers to me. Let me know if you're interested.

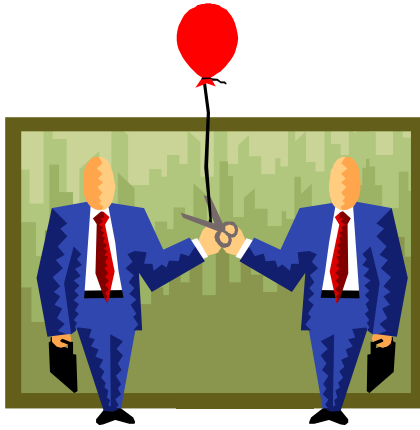
To round out the first half of the year, we will have a great Holiday party on Sunday, December 8<sup>th</sup> at Michaels at Shoreline. David Apodaca and Cynthia Fritz are co-chairing this event. Besides a great dinner and lots of festivities, we'll also have Casino games.

As you can see, we have many interesting and varied programs planned for the first half of this year. I look forward to personally meeting each HRCA member at one or preferably all of the events that we have planned to date.

There was never a better time to get involved with the HRCA.

Thanks,

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**WHAT PERCENT OF ALL HIRES ARE NO GOOD? - CONSIDER OFFERING A "NO-FAULT DIVORCE" OPTION**

**Preface by James Duran**

Every now and then I run across an article or speaker not afraid to articulate controversial ideas. Dr. Sullivan, an iconoclast and innovative thinker, is one of those and this recent article presents an interesting viewpoint that runs counter to conventional HR wisdom. Use this article to examine your own concepts of right and wrong, fairness and morality. Ask yourself if this could be implemented by you with your clients or employers and what would be entailed in doing that.

**WHAT PERCENT OF ALL HIRES ARE NO GOOD? - CONSIDER OFFERING A "NO-FAULT DIVORCE" OPTION**

**Originally in 7/8/2002 ERE**

Dr. John Sullivan (Reprinted with Dr. Sullivan's permission)

Ninety-five percent of the population is "undatable" (J Seinfeld).

Even after months and years of "assessment", nearly fifty percent of the marriages in California end in divorce.

Yet at most firms, 100 percent of the new hires are assumed to be good hires!

Recruiting is at best a hit or miss operation. Even the best-designed recruiting systems have ample opportunities for misjudging candidates and thus producing bad hires. Why? First, candidates misrepresent themselves on their resumes (often more than 50 percent) and because they exaggerate their experience and put on their "best behavior during interviews", it's easy to misjudge a candidate. Second, from the company perspective, we also make errors. Companies often skip or do ineffective references and let's face it, managers are not always the best "judges" of talent. Yet despite all of the many "potential" errors in the system, recruiting managers continue to operate recruiting systems that are based on the false assumption that everyone we hire is "a good hire"!

**What percentages of all hires are mistakes?**

Management expert Peter Drucker has said that as many as one-third of hiring and promotion decisions are outright failures. One large HR research study found that only 46 percent of (our own) HR managers thought that the hiring process identified qualified candidates. And last, when you survey hiring managers it is not unusual for more than 25 percent of them to be unhappy with the hiring process.

My own experience indicates that, on average, 25 percent of all hires are bad hire (either due to a lack of skills or as a result of bad "placement"). Yet almost all hiring processes are built on the premise that every hire is a good hire. Most systems assume a zero failure rate, and as a result, have no formal "feedback mechanism" that tells or "educates" the hiring system when a

hiring mistake is made.

Under most systems, even upon close examination, it's hard to really tell what the actual "bad hire rate" is because few companies actually track the failure rate of new hires or even connect employee terminations with the hiring process. Others lack the courage to "fire" their bad hires so these poor performers may become a multi-decade drag on the firm.

**It's time to connect the dots - Assume some percentage of your hires are no good!**

We know from six Sigma and other quality assurance programs that some percentage of all processes include errors. Why recruitment managers assume that recruiting processes are somehow exempt from errors is beyond me... but the fact remains that nearly every hiring system fails to:

1. Track the performance (also know as the "quality") of their hires (after performance appraisals are completed) to see which hires were a mistake
2. Study those that quit within the first year to see if the recruiting process was at fault
3. Study those that were fired within the first year to see if the recruiting process was at fault
4. Survey new hires and managers within the first six months to see if their new hire was a "good fit"
5. Identify which sources and screening processes produce the best (and worst) hires

**"No-fault divorce" - one solution to bad hiring**

If you don't have the time or inclination to identify and fix errors in your hiring process you might consider another approach that I call "no-fault divorce".

Continued....

This no-fault divorce process has, as far as I know, only been used at one major firm (Cisco) but the concept is simple to understand and it's relatively easy to implement. It starts with the assumption that errors in hiring will be made but instead of ignoring them, it provides a mechanism for immediately addressing bad hires.

Under the "no-fault divorce" process, all new hires are tracked for their six months on the job. If performance appraisals, actual job output data or the manager's subjective assessments indicate that a new hire is not "working out" then the new hire is offered two opportunities. They are:

1. Quitting right now, with a "good" reference and with a 1-3 month severance package to ease the transition. (Incidentally accepting the package eliminates their right to sue)
2. Agreeing to a 3-6 month performance improvement plan. However, if that plan fails, they will be terminated (with a negative reference and no severance)

Although offering a severance package might seem like rewarding "failure", it is in fact a high return on investment (ROI) option. This is true because the cost of keeping (and perhaps eventually firing) a bad performer is much higher than the cost of admitting your mistake early...and moving on. Most companies have found that weak performers are unlikely to make dramatic improvements after their first six months on the job. The cost in additional training, management time, bad morale and poor customer service as a result of keeping weak performers on the job for an additional six months will easily exceed the

cost of any severance you might offer.

### **Additional reasons for offering "no-fault divorce"**

Other purposes or reasons for providing new hires with a "bail out" option include:

- You allow them to avoid being fired and thus earning a bad reference
- By offering a severance option you can limit lawsuits
- You allow them an opportunity to "opt-out" of a bad situation early. Before becoming further frustrated with a bad job "fit" that might eventually force them to voluntarily quit (while still earning a bad reference)
- Having the no-fault divorce as an option may also encourage potential candidates to accept your companies offer because they know that even if they fail in the job, they will have several reasonable "outs" available to them.

### **What about top performers that are unhappy?**

New hires that are exceeding your performance standards may also become disillusioned within months of their hiring date. Should they also be given an option to leave? Well on the surface, it might seem silly to offer additional money for a star to leave but odds are they are going to leave anyway (top performers always have offers). However if you take the long-term perspective you will see that we are sending the message to top performers (and others who may someday be in the pipeline) that we are "looking out for their interest". It's a great branding message to send to other top performers. Yes, you should try to "fix" their job first before releasing them but don't allow a top performer to remain unhappy for long. They tend to be well-connected people and it is very

likely that the negative word will spread. By "paying them off" (1-2 months pay) you build a long term "friend" of the company that may yield future business or referrals.

### **Conclusion**

Rather than putting our "head in the sand", the no-fault divorce process takes a proactive and realistic approach toward identifying bad hires. It assumes that we make errors and it attempts to identify them early on. The "no-fault divorce" process also assumes that part of the reason for a new hires lack of success might have been the company's responsibility. Rather than get into a protracted fight about whose fault it is, the no-fault divorce process encourages early identification and resolution of the problem. Whether you choose to try to "no-fault divorce" process or not; the first lesson to be learned is that no matter how hard you try, a minimum of 10 percent of the people that you hire... will be bad hires!

Revised 7/9/02

**Dr. John Sullivan** (JohnS@sfsu.edu) is a well-known thought leader in HR. He is a frequent speaker and advisor to Fortune 500 and Silicon Valley firms. Formerly the chief talent officer for Agilent Technologies (the 43,000-employee HP spin-off), he is now professor and head of the HR program at San Francisco State University. He was called the "Michael Jordan of Hiring" by *Fast Company* magazine. More recruiting articles by Dr. Sullivan can be found in the ER Daily archives. Information about his numerous other articles, books and manuals about recruiting and HR can be found at [www.drjohnsullivan.com](http://www.drjohnsullivan.com). Dr. Sullivan is also the editor of *VP of HR*, an e-newsletter providing "out of the box" solutions for senior HR managers. Free subscriptions can be obtained on his website.



## Legal Corner

### More on Background checks

Susan Fox

As employers wait to see whether or not the California legislature will overturn some of the rules of AB 655, mounting security concerns have companies re thinking their screening policies. AB 655 requires CA employers to not only notify employees of a pending background investigation but to supply them with the results and document employee references as part of that check.

With the anniversary of the "911 tragedy" approaching, companies are beginning to take a second look at their background check

practices. Some startling statistics have Human Resource and Hiring managers alike concerned about the validity of applicant information and the consequences of deficient hiring systems and "bad hires".

**\* 34% of all applications contain outright lies about experience, education and the ability to perform essential duties and functions on the job. – Source: Wall Street Journal**

\*As many 30% of jobseekers exaggerate their accomplishments, and about 10% "seriously misrepresent" their background. – Source: Edward Adler "The Complete Reference Checking Book"

\* 11% of the applicants had a criminal history within the last 7-10 years. –Source Hire-Right

With many firms not even doing reference checks, the possibility of a bad hire rises and the consequences range from employee theft, drug and alcohol abuse on site and even incidents of violence in the workplace.

**What can you do to avoid the bad hire or the dangerous em-**

### ployee?

Here are some background check best practices.

- Conduct additional background checks on employees during the time of their employment.
- Check for a criminal record in multiple states (county by county) if the person has traveled throughout their career.
- Check their driving record in multiple states.
- Get detailed employment duration date with month and year, verify with past employer and look for holes.
- Carefully compare the documents you have applicants fill out. Often discrepancies will arise from document to document.
- Finally, with all of these procedures, create a standard and be consistent with all applicants and employees.

### Quote

"If you can't explain it to your mother or your grandmother, don't do it."

-- Glen Salow, executive vice president and CIO of American Express



## Silicon Valley Women in Human Resources... And Friends

Marcia Stein  
[www.ourhrsite.com](http://www.ourhrsite.com)

Silicon Valley Women in Human Resources is comprised of women working in Human Resources. This group sponsors monthly events to network, mentor and be mentored. There is an additional group, Silicon Valley Women in Human Resources...And Friends, which is open to all professional businesswomen in the Silicon Valley.

Membership is free and there are over 700 names on the mailing lists. Attendance ranges from 70-90 women, depending on the topic.

In December, 2001, Marcia Stein started a new list for women and men in the Silicon Valley who are interested in occasional networking and informational events.

Effective May 2002, some of our events qualify for HRCI recertifica-

tion credits towards a PHR or SPHR. Members are notified of

qualifying events. The group also recently qualified for discounted rates at the HR Symposium and the WITI Conference.

Currently scheduled events include:

August 28, 2002 Conflict Resolution & Effective Team Building. (women only)

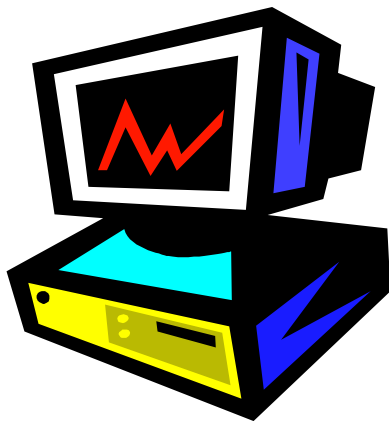
September 25, 2002 Roundtable discussion of current hot topics in HR. (women only)

October 23, 2002 Breast Cancer Awareness. (women only)

December 4, 2002 Holiday Party & Networking with the HR Women & Friends' group! (women only)

If you would like to read more about the group, please see [www.ourhrsite.com](http://www.ourhrsite.com). This website is also a general resource site.

For additional information, please contact Marcia Stein, PHR at [marcia\\_stein@yahoo.com](mailto:marcia_stein@yahoo.com)



## Web Site Pick of the Month

By James Duran

The web site of the month is: <http://www.workit.com/> This is an interesting site because it "is the premier resource for information and networking opportunities for technology startups."

You can view events on the website or sign up for a free weekly email blast for you area. If you are a recruiter looking for places and people to network with, this site can be useful. It's also useful, because it tells you what entrepreneurs are looking for in terms of staffing requirements.

### Quote

"Vision is the ability to see what change is needed and how it will benefit people when that change is made"

-- David Pottruck,  
President & Co-CEO, Charles Schwab



## **Workstream Acquires Icarian & PureCarbon, An Interview with Mike Mullarkey, President of Workstream**

James Duran

Recently, in reading the critical editorials John Sumser of Interbiznet I read about a dynamic company and company leader in Canada that has the potential to become a real competitor to Monster. **That company is called Workstream, and the CEO is Michael Mullarkey.** So I arranged to speak with Michael over the phone to find out more about who Workstream is, where they are headed etc. Here's a summary of some of our conversation...

### **How would you describe the company?**

Workstream is a high touch company dedicated to the improvement and acceleration of products and services in the HCM (Human Capital Management) market space. Employment is fluid today - the workforce is very dynamic. When you look at the acquisition of talent, computers do not hire people, people do. Workstream then, provides a variety of tools, products and services enabling efficient HCM practices. Workstream™ is dedicated to improving the employment experience for everyone involved. We envision an employment marketplace where individuals can better control their careers, and where employers can better manage their workforce. We see strength, not weakness, in

the fact that workforces are always dynamic — always in motion. No matter what your talent challenge, from acquisition to separation to integration and optimization.

The HCM space is focused on revenue generation from the job seeker, 3<sup>rd</sup> party recruiters, HR executives and job boards. Workstream provides cost effective HCM solutions for 3<sup>rd</sup> party recruiters and employers of various sizes. For larger employers, Workstream offers Enterprise SW applications. For employers and job seekers, Workstream provides career networks, and career transition services. Career networks (6figures.com). They also power over 300 job boards or career networks (Tech-Engine) and ATS solutions called RezKeeper (a product of ResLogic) and ECruiter.net, a next step up product based on the Microsoft .net strategy, for larger clients of 1,000 employees plus. Workstream provides ASP services, and more recently, Icarian and PureCarbon solutions designed for 5,000 employee plus environments.

Some Workstream products and companies include:

- Career Sites (6FigureJobs.com, Tech-Engine.com)
- Job Posting Distribution (through Gojobs and Position Watch)
- Applicant Management Systems (RezLogic and eCruiter)
- Employment Website Hosting (PureCarbon)
- Recruitment Research (Data Synthesized From Other Operations)
- Outplacement (Allen and Associates)

- Resume Distribution ([www.RésuméXPRESS!.com](http://www.RésuméXPRESS!.com))
- Professional Services (short listing, interviews, screening)
- Workforce Planning (Icarian)

### **The world is crowded with mass market job boards and specialty boards, where do you see them going over time and how does Workstream fit into that mix?**

WS will continue to change with the marketplace. Employers are building more value into their brand. [www.Homedepot.com/careers](http://www.Homedepot.com/careers) is an example. The big trend is corporations will spend more money on attracting employees AND building a brand. Brand management tools include: professional services, as they gather data, they can tell people what prospective EE's see them as, offer flow/GUI data. Asking what the recruiting budget is, is not the right question. More intelligent tools are necessary for recruiters to keep up with demand. Tools such as salary.com are not to be underestimated.

### **Why is your company headquartered in Ottawa, Canada?**

We started out 5 years ago in Canada. The company was called Careerbridge, then Workopolis, when I bought it. The company went public in December 1999. They saw themselves then as a singlepoint solution. Today 45 employees run the data center. WS is NASDAQ traded, and 80% of our revenues originate in US. WS has 110 employees in Florida, 45 in Connecticut, 35-40 in California, etc, with about 200 total in the US. Our strategy is to consolidate singlepoint solutions in the HCM space.

Continued....

**Here in silicon valley, what are your plans for Icarian and PureCarbon, and how do you see the companies evolving overtime to fit into Workstream?**

WS is the holding company. WS has kept most of the brands as they have been acquired. It's more important to focus on the customers and the products they offer.

**Is there anything that you'd like to communicate to a collection of silicon valley recruiters and HR Consultants about the marketplace today, the vendors/products that we have to deal with, and how Workstream fits into that mix?**

We are at an interesting time in the industry, where innovations are asked for. I wake up every morning

asking how I can innovate and help customers to change things. When a door opens, I want to be the first one there. The best way to show strength in the market is to wake up and act like it everyday, it's a self fulfilling prophecy.

**What's your background?**

I worked at Sony Electronics for 8 years as a sales & marketing and technical guy. I can read a balance sheet. I ran a \$1.2B piece of the company. I worked for VCs in Pittsburgh for a few years, then went to Chicago where I began to get involved in the HCM space. My passion is creating a great company that people want to come to work for. It's about the customers, the employees and the shareholders. In this environment we need to constantly question business models. At Sony, I worked for a guy who I brought on as President here at WS.

My role at WS is strategic, integration oriented, also focused on building shareholder relationships, raising capital, etc. I am proud of the company I have built, and proud of the employees. Most people who know alot about WS, know the company was at \$2M two years ago, and is at \$30M today with 26 office's in North America.

Michael is clearly a charismatic, determined man with the financial savvy to finance acquisitions and roll up companies, the management savvy to integrate and streamline them, the leadership to inspire employees, and the drive to become a dominant force in the HCM space. Here's a man who looks at potential acquisitions today as bargains, while the VC's and other investors fear to tread. Keep an eye on him and his company! jd

**Quote**

"Quit looking for the next big thing. Put the technology that's sitting on the shelves to work, and do it with a clear purpose."

--Bob Davis, venture partner at Highland Capital Partners and founder of Lycos

**HRCA Board Contact information:**

**Officers**

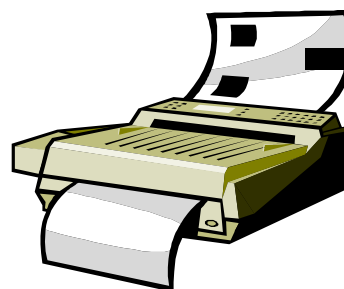
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## Staffing Metrics Benchmark Report Summary 2002

Summarized by James Duran

Staffing.org, [www.staffing.org](http://www.staffing.org), is a web-based non-profit organization dedicated to gathering, organizing and reporting information that identifies effective staffing practices and performance. Cost per hire reports which were formerly compiled by EMA and SHRM as well other HR metrics reports are now put together by Staffing.org. They recently released their 2002 Metrics Benchmark Report which is summarized here.

The Staffing Performance Survey of 2000 included data from 426 organizations, for 2001 it included data from 679 companies, and the current 2002 report includes data from 1,460 respondents. This is the largest known report of staffing performance produced.

Data elements collected included:

- Number of Hires Made
- Total Compensation Recruited
- Total Internal Recruiting Costs
- Total External Recruiting Costs
- Total Signing Bonus Costs

- Total Travel Relocation and VISA Costs

Each of the above elements was defined. For example, total Internal Recruiting Costs included the expense incurred regardless of whether anybody was actually recruited, also referred to as fixed operating expenses. Typical examples included: salaries, office space, supplies, etc. Total External costs included items such as: advertising, contingency and retainer fees, research costs and fees for Internet postings.

### CPH and Staffing Efficiency Ratio Metrics

The two primary metrics analyzed include Cost-per-Hire and the Staffing Efficiency Ratio. Staffing.org believes there are important distinctions between them, and sees the Staffing Efficiency ratio as being a more useful metric.

#### Cost per Hire is quantified as:

$$\text{Cost-Per-Hire} = \frac{\text{Total Staffing Costs}}{\text{Total Number of Hires}}$$

Some of the problems Staffing.org sees with CPH are Geographic Variations, Industry Variations, Functional Variations, and Differences in Job Levels. As an example, measuring activity on a CPH basis does not allow for comparison of efficiency in hiring at different levels.

#### SER: The Staffing Efficiency Ratio is calculated as:

$$\frac{\text{Total Staffing Costs}}{\text{Total Compensation Recruited}} = \text{SER}$$

This report did not include cost data on Signing Bonuses, Travel and Visa costs due to limited data collected, so the Total Staffing Cost results here are lower than reality.

The Cost Per Hire and Staffing Efficiency Ratios for 2000, 2001 and

2002 are:

	2000	2001	2002
CPH	\$6,342	\$4,552	\$3,997
SER	16.04%	13.58%	11.63%

According to this data, CPH fell progressively in the last three years as did the SER.

In the High Tech industry segment for 2002, CPH was \$6,551. The next highest industry CPH was in wholesale/retail at \$4,272.

The SER for high tech was 12.5% in 2002, in the middle of the other industry segments.

Regional variations in CPH for 2002 ranged from \$2,965 to 4,664, with Region 6 including California, coming in at \$3,913. In comparison, SER Regional variations were minor, ranging from 10.4% to 12.5%, and Region 6 (including California) came in at 11.2%.

The entire report can be purchased directly from [staffing.org](http://staffing.org) at [www.staffing.org](http://www.staffing.org).

#### Quote

If you have the  
courage to begin,  
you have the  
courage to  
succeed.

- David Viscott

# BLS & EDD EMPLOYMENT FIGURES, JUNE/JULY 2002

Bureau of Labor Statistics

## National Unemployment Statistics

The number of unemployed persons (8.3 million) and the unemployment rate (5.9 percent) were essentially unchanged for the third month in a row in July. The jobless rates for adult men (5.2 percent), adult women (5.2 percent), teenagers (17.7 percent), whites (5.3 percent), blacks (9.9 percent), and Hispanics (7.6 percent) showed little change from the previous month.

### '02 Unemployment for Selected "Tech" States

	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>June</u>	<u>July</u>
National	5.5	5.7	6.0	5.8	5.9	5.9
California	6.4	6.7	6.3	6.4	6.4	
Colorado	5.7	5.6	5.3	5.2	5.0	
Illinois	5.8	6.1	6.4	6.3	6.3	
Mass.	4.4	4.3	4.7	4.5	4.7	
New York	5.9	5.9	6.1	6.2	6.1	
Texas	5.8	5.8	6.2	6.2	5.8	

### Unemployment Facts San Jose Area (May)

- ◆ San Jose again reported the largest over-the-year unemployment rate increases (+3.2).
- ◆ Of the 51 metropolitan areas with a 1990 census population of 1 million or more, San Jose, Calif., recorded the highest unemployment rate, 7.6 percent.
- ◆ Among the largest over-the-year percentage declines in employment in these large metropolitan areas were posted in San Jose, Calif. (-4.5 percent) and San Francisco, Calif. (-2.9 percent)

### Unemployment Rates for Selected California Counties—through June 2002

Rank	2002	Labor Force	Unemployment	June	May	Apr	Mar	Feb	Jan	June
California (58 Counties)		17,566,000	1,130,100	6.4%	6.0%	6.4%	6.7%	6.5%	6.8%	5.3%
Alameda	30	733,000	50,500	6.5%	6.1%	6.3%	6.4%	6.2%	6.6%	4.7%
Contra Costa	15	520,400	26,200	5.0%	4.6%	4.8%	4.8%	4.6%	4.7%	3.4%
Los Angeles	35	4,817,700	343,200	7.0%	6.6%	6.7%	6.7%	6.5%	6.8%	5.7%
Marin	4	136,300	5,200	3.8%	3.6%	3.7%	3.7%	3.6%	3.7%	2.6%
Sacramento	18	629,300	32,700	5.2%	4.8%	5.0%	5.1%	5.1%	5.4%	4.2%
San Diego	7	1,472,900	59,800	4.1%	3.8%	3.9%	3.9%	3.9%	4.1%	3.4%
San Francisco	32	433,300	29,900	6.9%	6.5%	6.8%	6.8%	6.8%	7.3%	5.4%
San Mateo	12	404,300	18,300	4.5%	4.2%	4.4%	4.5%	4.4%	4.6%	2.9%
SANTA CLARA	40	1,008,000	76,900	7.6%	7.3%	7.6%	7.6%	7.5%	7.7%	4.4%
Santa Cruz	26	150,200	8,800	5.9%	6.2%	8.6%	9.6%	9.9%	10.4%	4.3%

## HRCA EVENTS

### Tuesday August 27<sup>th</sup>

Organizational meeting for the Job Leads Group - come for the first meeting to learn about the ground rules and meet and network with other HRCA members. A job lead is not mandatory for this first meeting. RSVP is required for attendance. This meeting will be held at the Lee Hecht Harrison offices at 1740 Technology Drive near the SJ Airport. **6PM to 7:30PM**

### Friday September 6

Recruiter's Networking Luncheon, at Michael's at Shoreline, at 11:30AM  
The Silicon Valley Recruiters Luncheon offers recruiters the opportunity to network, exchange ideas, discuss hiring trends, and pursue employment opportunities. It's an informal gathering requiring no membership, just an RSVP. For more information or to attend email **Susan Raskin** at [susan@mips.com](mailto:susan@mips.com) <<mailto:susan@mips.com>>.

### Tuesday October 29<sup>th</sup>

Special Event - Professional Development Seminar - Eric Lane, professor of Strategic Staffing at San Jose State University and Director of Talent Acquisition at Intuit will offer a presentation in Mountain View. Details to follow.

### Sunday December 8<sup>th</sup>

HRCA's annual Holiday Celebration will at Michaels at shoreline. Come enjoy dinner and your luck at the tables as this year's celebration includes Casino Games. 6:30PM

## Everything else of Interest to HR Professionals & Recruiters



## Event Calendar 2002

**"The force is within  
you. Force yourself."**  
- Harrison Ford

### The Employee Relationship Conference and Exposition

August 28-29  
Jacob Javits Center  
New York City, NY  
978.470.3880  
[www.erm.dci.com/](http://www.erm.dci.com/)

### National Association of Personnel Services 41<sup>st</sup> Annual Conference & Expo- sition – The Evolution Begins

September 12-14, 2002  
Hyatt Regency, San Diego, CA  
[http://www.napsweb.org/events.  
htm](http://www.napsweb.org/events.htm)

### PIHRA 45<sup>th</sup> Annual Conference

(largest Western Regional HR  
Conference, a SHRM affiliate)  
Sept. 18-19, 2002  
Anaheim Convention Center  
Anaheim, CA  
800 734-5410  
Fax (213) 622-7450  
[www.pihra.org](http://www.pihra.org)

National HR Staffing  
Metrics Summit  
By Staffing.Org  
September 18-20, 2002  
Astor Crowne Plaza  
New Orleans, LA (French Quarter)  
215-659-0480  
<http://staffing.org/summit.html>

### 5<sup>th</sup> Annual HR Technology Conference and Exposition

September 25 – 27, 2002  
Navy Pier  
Chicago, IL  
[www.hrtechconference.com](http://www.hrtechconference.com)

### NCHRA 18<sup>th</sup> Annual Conference & Trade Show

September 30 and October 1, 2002  
Oakland Marriott City Center  
[www.nchra.org](http://www.nchra.org)  
Diane Perez O'Connor, pro-  
grams2@nchra.org  
415-291-1992

### BrassRing Job Fair

San Francisco, CA  
October 2-3, 2002  
(800) 562-2820  
Fax 408 980-5103  
[www.brassring.com/](http://www.brassring.com/)

### BrassRing Job Fair

Santa Clara, CA  
October 7-8, 2002  
Santa Clara Convention Center  
Santa Clara, CA 95054  
(800) 562-2820  
Fax 408 980-5103  
[www.brassring.com/](http://www.brassring.com/)

### ER Expo 2002 East

October 9-11, 2002  
Atlanta, Georgia  
Sheraton Gateway Hotel  
[www.erexpo.com](http://www.erexpo.com)

### Workplace Diversity: New Challenges/New Opportunities

October 21-23, 2002  
Chicago, IL  
Chicago Marriott Downtown  
800 283-SHRM  
email: [shrm@shrm.org](mailto:shrm@shrm.org)  
[www.shrm.org/conferences/  
diversity](http://www.shrm.org/conferences/diversity)

**The Human Resources  
Forum Europe**

October 24-27, 2002  
Sailing on Costa Allegra, from:  
Genoa, Italy  
Richmond Events Ltd.  
44 (0) 20 8487 2252  
Fax 44 (0) 20 8487 2300  
email: mbrown@richmondevents.com  
www.hrforumeuropa.com

**2002 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.  
Nov. 6-7, 2002  
Jacob Javits Center  
New York City, New York  
www.kennedyinfo.com

**NACCB 15th Annual Conference  
November 6-9, 2002**

Westin Diplomat Resort & Spa  
Hollywood, Florida  
www.naccb.org  
800 340-2366

**Comdex**

November 18-22, 2002  
Las Vegas Convention Center  
Las Vegas Hilton  
MGM Grand Conference Center  
781 433-1665  
http://www.key3media.com/comdex/  
fall2002/

**BrassRing Job Fair**

Santa Clara, CA  
December 2-3, 2002  
Santa Clara Convention Center  
Santa Clara, CA 95054  
(800) 562-2820  
Fax 408 980-5103  
www.brassring.com/

**HR Masters Symposium**

Palm Desert Marriott Resort & Spa  
December 8-11, 2002  
Palm Desert, CA  
(866) 888-HRMS  
www.thehrmasters.com/

**ONGOING – Throughout  
the year...**

**NCHRA SCV Chapter Meetings,  
Programs, Conferences, Events, Etc.**

Monthly Events Multiple Bay Area  
Locations  
425 California Street, Suite 500  
San Francisco, CA 94104  
Fax 415 291-0217  
415 291-1992  
www.nchra.org

**IQPC – International Quality and  
Productivity Center**

Multiple Seminars & Conferences on  
HR, all year long  
http://www.iqpc.com/cgi-bin/  
templates/0/index.html

**Leadership Development for  
HR Professionals**

Site: Center for Creative Leadership  
(CCL), Colorado Springs, Colorado  
+ Many other programs, offered  
throughout the year  
Sponsored by SHRM and CCL  
Fax 336 282-3284  
Email: info@leaders.ccl.org  
http://www.ccl.org/programs/

**Leadership Development for  
HR Professionals**

Site: Center for Creative Leadership  
(CCL), Colorado Springs, Colorado  
Sponsored by SHRM and CCL  
October 28-November 1, 2002  
336 545-2810  
Fax 336 282-3284  
Email: info@leaders.ccl.org  
www.shrm.org/seminars

**The Walt Disney Approach  
to HR Management**

The Disney Institute  
September 25-28, 2002  
Walt Disney Resort  
Lake Buena Vista, Florida  
407 566-2620  
www.shrm.org/seminars/disney

**Event Calendar 2003**

**SHPE 25<sup>th</sup> Annual National  
Technical and Career  
Conference**

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

**20<sup>th</sup> Annual Employment Law and  
Legislative Conference**

Washington, DC  
March 10-12, 2003  
703 548-3440  
www.shrm.org/conferences/legislative

**HR and the Law**

March 26 – March 28, 2003  
Palm Springs, California USA  
800 942-4494  
941 373-1290  
www.hrandthelaw.com

**26<sup>th</sup> SHRM Global Annual  
Conference & Exposition**

March 31 – April 2, 2003  
Los Angeles, California USA  
http://www.shrmglobal.org/prefdev/  
conferences.htm  
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**34<sup>th</sup> Annual EMA Annual  
Conference & Expo**

April 23-25, 2003  
Las Vegas, NV  
(800) 283-SHRM, (703) 548-3440  
FAX: (703) 535-6490  
email: custsvc@shrm.org  
www.shrm.org/conferences/ema/

**SHRM 55<sup>th</sup> Annual  
Conference & Expo**

June 22-25, 2003  
Orlando, FL  
(800) 283-SHRM, (703) 548-3440  
FAX: (703) 535-6490\*\*  
www.shrm.org/conferences



## GTRN UPDATES

**August 2002**

James Duran

### Officers

The Global Technical Recruiters Network, GTRN, has elected its first slate of official Officers. They are as follows:

President: Cathy Peterson – Dallas/Ft. Worth TRN

Vice President/President-Elect:

David Lynn – Houston TRN

Treasurer: Lisa Cohan – New Jersey TRA

Secretary: James Duran – HRCA (Silicon Valley)

The one year terms were effective 7/1/2002.

### Committees

The following committees have been established:

- \* Annual Conference
- \* Incorporation
- \* Membership
- \* Networking
- \* Public Relations
- \* Vendor/Sponsor Relations
- \* Website

We asked for volunteers to chair each of these committees and tentatively have recognized the following volunteers as chairpersons:

- \* Annual Conference – Gary Cluff - Washington DC/VA
- \* Incorporation – Cathy Peterson – Dallas/Ft. Worth

- \* Membership – Lisa Cohan – New Jersey
- \* Networking – Cathy Peterson – Dallas/Ft. Worth
- \* Public Relations – James Duran – HRCA (Silicon Valley)
- \* Vendor/Sponsor Relations – Jan DiNuoscio – HRCA (Silicon Valley)
- \* Website – David Lynn (Houston)

Every one of these committees, with the exception of incorporation, which Cathy Peterson will be handling, is looking for additional help. You do not need to be an Officer of your local TRN nor a present or prior representative to GTRN meetings and events to participate and help. All you need is to be a current member of your local TRN if that TRN is an official member of the GTRN. To volunteer, please contact me at jamesd@duranhpc.com for more information. It's a great opportunity for you to get visibility in the early stages of this national organization, and will give you a chance to network with your brothers and sisters across the country, while making a contribution to our profession.

### GTRN Member Technical Recruiting Network/Association (TRN/TRA) Organizations

Today, the official GTRN member organizations include:

Chicago TRN  
 Colorado TRN  
 Dallas FT Worth TRN  
 Delaware TRN  
 Houston Hi-TRN  
 New Jersey TRA  
 New York City  
 Silicon Valley TRN (HRCA)  
 Virginia/DC/Maryland TRN  
 Wisconsin TRN

Minimum pledges of \$100 were required by each TRN to become a

member of the GTRN.

### Monthly Meetings

The GTRN typically meets monthly via a teleconference, and plans to meet annually in person at a location yet to be determined. This format replaces the format of quarterly in person meetings that we had for 2000 and 2001. The GTRN committees will arrange their own meeting times and report to the GTRN monthly on progress.

### Mission Statement

"The mission of the Global Technical Recruiters Network (GTRN) is to establish and maintain the global network of technical recruiting professionals who desire to communicate and share ideas and best practices that may assist individual TRNs in developing their organizations, establishing standards for ethical conduct and offering value added services to members that promote the effectiveness and advancement of our profession."

### Priorities

In addition to completing our incorporation process, other current priorities for the GTRN include:

Website, Member List/Directory (Online version similar to HRCA printed Directory), bringing/recruiting non GTRN members into the fold (such as Arizona, Atlanta, Boston, Florida, southern California (www.HRIC.org), Minneapolis, North Carolina, Seattle, etc.), and Public Relations news release items to various HR and recruiting organizations, announcing our formation and development plans.

Stay tuned for future updates.

HRCA has been actively involved in the formation of the GTRN and this promises to give us significant benefits and visibility over time.