



Monthly Newsletter

A 1991 Pinnacle Award Chapter
A 2009 Superior Merit Award Chapter
SHRM Foundation - Chapter Champion

DECEMBER PROGRAM

December 2010

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CRHRA Annual Holiday Luncheon: Get Your GRIT® Together!

Join us at the Holiday Inn on December 15, 2010 for our annual Holiday Luncheon and mingle with friends and colleagues to celebrate the holiday season! After networking and lunch, our featured monthly speaker, Laurie Joslin, will share with CRHRA members how to transform their organizations into professional, compassionate and ethical teams that get results. The program will demonstrate how to get

real results in the workplace – maybe not exactly like John Wayne did in *True Grit*, but with GRIT®. In today's workplace, employers need tough characters who embody

Generosity, Respect, Integrity, and Truth. It is what one often finds missing at work – and in life. Discover how to get your GRIT® together, and create the foundation to transform your workplace into a productive and enjoyable environment, where people want to come to work.

This program has been submitted for 1.0 recertification credit hour toward PHR and SPHR recertification through the Human Resource Certification Institute (HRCI).



When: Wednesday, December 15

Where: Holiday Inn, Wolf Road, Albany, New York

Registration: 11:00-11:30 a.m.

Lunch: 11:30 a.m.-12:30 p.m.

Program: 12:30-1:30 p.m.

Cost: \$30.00 Members
\$35.00 Non-Members
\$15.00 Students

About Our Speaker

With a passion for developing accountable and proactive workplace solutions, Laurie Joslin established Unlimited Coaching Solutions, Inc. in 1999. She has been a catalyst in workplace change ever since. Laurie brings over 18 years of corporate experience in human relations, management, sales, marketing and training. She is a board member of the Western NY Entrepreneurs Organization, a member of NHRA, ASTD, SHRM, the Rochester Business Alliance and the Geneva Chamber of Commerce. Laurie is certified as a New York State trainer, United States Navy trainer, a DiSC facilitator and The Four Agreements™ leader. She earned her BA in Communications from SUNY Cortland.



Holiday Time is Family Time

By Jaye Holly, Diversity Committee Member

Eid al-Adha, Thanksgiving, Hanukkah, Bodhi Day, Solstice, Christmas, Kwanzaa. The holiday season is in full swing. For many of us, this time of year calls to mind spending time with family in moments reminiscent of a Norman Rockwell painting. However, if Mr. Rockwell were alive today, his portraits of the American family might reveal a very different picture.



**DIVERSITY
WORKS**

In its Affirmation of Family Diversity, the Alternatives to Marriage Project states:

“The family diversity that exists in America today includes people who have chosen not to marry and those who are prevented from marrying, such as same-sex couples. It includes people who have chosen to live together before marriage (the majority of marriages today are preceded by cohabitation) and those who are single.”

According to the US Census Bureau, the percentage of households headed by a married couple who had children living with them declined to 21% in 2010, down from 24% in 2000. Of unmarried women who gave birth between June 2007 and June 2008, 28% were living with a cohabitating partner. Further, 45% of households are maintained by unmarried men or women and 27% of households are comprised of people who live alone, up from 17% in 1970. Of unmarried Americans, 24% are divorced.

These statistics point to an evolving picture of the American family. Blended families, multi-generational households, single parents, parents sharing custody, or same-sex couples raising children, might all be potential subjects for Mr. Rockwell’s re-envisioned portrait. Additionally, families might be geographically separated because of military service or other employment.

At this time of year, we strive for inclusion by celebrating the diversity of holidays and honoring various traditions. Just as the holidays are unique and special, so are the families that celebrate them. If your company festivities include families, be sure to recognize all types. Subtle cues, such as the wording of an office party invitation or the address on a holiday card, will reveal a great deal about your respect for your employees and their families. Good will shown at the holidays can have positive impact throughout the year.

Social Networking Corner

What It Means to ‘Like’ a Fan Page on Facebook

By Christy Krueger, Public Relations Committee

Used by ordinary people and businesses alike, Facebook has quickly become the obsession of the decade. With all its intricacies and features, it’s surprising they aren’t



teaching classes about the ins-and-outs of this site. Along with constant changes to their security settings, they have also recently changed how someone becomes a

“fan” or a follower of a particular business or group’s fan page. You can do this now with the ever popular “like” button.

What does it mean though when you “like” a particular page? Well, it means just that. You like them. You’ll be listed in the directory of users who “like” that particular business or group, however that doesn’t mean your profile is available for the entire world to see. Sounds complex, but really it’s simple. If folks aren’t a friend of yours on Facebook, regardless of if they click on your profile from the “like” users list, they’ll not be able to see anything about you beyond your name and your photo presuming you have your profile set to private. A quick refresher on how to set your profile to private can be found on e-how: http://www.ehow.com/how_4783846_make-facebook-private.html.

You may be wondering, “Well, what’s the point?” In short it’s an advertising ploy to help attract more people to that particular business or group’s page. It’s all about increasing exposure. Speaking of which: have you “liked” the Capital Region Human Resource Association lately? If you haven’t yet, go here: www.facebook.com/pages/Capital-Region-Human-Resource-Association/134951596540866?v=wall.



Dennis M. Ryan, SPHR
Financial Advisor

28 Corporate Drive, Suite 100
Clifton Park, NY 12065
Tel (518) 688-2223
Fax (518) 688-2698
Cell (518) 225-0077

www.npafinancial.com
dryan@npafinancial.com

Legal Q&A...

Question: I received a complaint from an employee about her co-worker's display of a nativity screen screensaver and "Happy Birthday Jesus" banner in her cubicle. The employee also complained that the co-worker wishes her "Merry Christmas" despite knowing that that the employee is Jewish. How should I respond to this complaint?

Answer: 'Tis the season for religious expression in the workplace! Before heading straight for the eggnog, employers must be aware of two important legal obligations that arise when religious beliefs intersect with the workplace. First, federal and state law prohibit discrimination on the basis of an individual's religion or exercise of rights protected by law. It is not only unlawful to fail or refuse to hire, discipline, discharge, or otherwise discriminate against an individual on the basis of his or her religion, but an employer must also avoid and protect employees from harassment on the basis of religion. A hostile work environment occurs where an employee is subjected to unwelcome statements or conduct that is based on religion and is so severe or pervasive that the individual being harassed reasonably finds the work environment to be hostile or abusive.



Sarah Delaney Vero

Second, applicable law requires employers, once on notice, to reasonably accommodate an employee whose sincerely held religious belief, practice or observance, conflicts with a work requirement, unless providing the accommodation would create an "undue hardship." The undue hardship defense under Title VII requires a showing that the proposed accommodation poses a "more than de minimis" cost or burden. "Undue hardship" is defined under state law to include accommodation(s) which would require "significant expense or difficulty" – a higher burden for an employer to overcome than under federal law.

These two legal obligations can sometimes collide when one employee's expression of sincerely-held religious beliefs conflicts with another's. Therefore, to avoid two claims from arriving in your holiday stocking, employers can implement the following best practices:

1. Maintain a well-publicized and consistently applied anti-harassment policy that prohibits religious harassment, explains what type of conduct is prohibited, describes procedures for bringing harassment complaints to management and contains an assurance that those who bring complaints will not be retaliated against.
2. Allow religious expression to the extent that they al-

Sarah Delaney Vero, Esq.

low other types of personal expression that are not harassing or disruptive. In general, merely displaying a religious symbol in a cubicle will not create a hostile work environment.

3. If an employee complains about religious expression in the workplace, take proactive steps to discuss with the employee the basis for employee's complaint. In other words, does the employee find the conduct unwelcome based on his or her religion?
4. Once aware that an employee may be experiencing harassment because of his or religion, take steps to investigate the issue and end the harassing conduct.
5. If the offending employee claims her conduct is a religious requirement, engage in the interactive process to determine if a reasonable accommodation exists. This may include asking the employee making the religious expressions whether there is an alternative way of expressing her religious views without making others who do not share her beliefs uncomfortable.
6. If an employee refuses to curb religious expression that threatens to create a hostile work environment for co-workers, an employer can generally impose discipline based on a violation of its anti-harassment policy. However, employers must be careful to first engage in a fact-intensive analysis as whether allowing the religious expression creates an undue hardship by leading to a hostile work environment for other employees.

The information contained in this column is not intended to be a substitute for professional counseling or advice.

Sarah Delaney Vero counsels and represents employers in a variety of labor and employment related contexts and is associated with Bond, Schoeneck & King's Albany office. If you have a question you would like to submit, you are encouraged to do so by email (svero@bsk.com), phone (518-533-3210), or fax (518-533-3299).

Financial Report for October

Tom Mc Kenna, CHHRA's Treasurer, reported the following financial information at the close of business on October 31, 2010.

For the first 4 months of our fiscal year, that ended October 31, we have had income of \$35,367.05 and expenses of \$29,428.44, leaving a positive income of \$5,938.61. Our balance sheet shows assets of \$58,146.37.

If you have any questions or are interested in finances, please feel free to call Tom McKenna at McKenna & Associates – OI Partners, 867-3500 extension 11.

Your Officers & Board of Directors 2010-11

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CHAPTER ADMINISTRATOR

CARLA KRZYKOWSKI
1450 Western Avenue, Suite 101
Albany, NY 12203
(518) 463-8687

From the President... *Tracy Spargo, PHR*

Happy holidays to all of our members, supporters and friends. It is hard to believe another year is coming to an end and we are about to kick off CRHRA's 65th Anniversary. The nation has faced a myriad of activity in 2010 that have impacted the HR profession including surprise elections, mortgage meltdown, economic crisis, Apple's newest inventions, social media, bullying and healthcare reform.



Tracy Spargo

As we prepare to celebrate the New Year, I find myself desperately hoping that the economy will soon recover so we can all move forward in a changed society. As an organization, CRHRA is committed to helping our members in transition by providing vouchers to attend meetings at no cost, scholarships to participate in the certification course, posting jobs on the website and opportunities to network at meetings or on one of our social media outlets, such as Facebook and LinkedIn.

Recently, I attended the annual SHRM Volunteer Leadership Conference in Alexandria, VA. The two and a half day event provided an opportunity for Chapter Presidents and President Elect leaders along with State Council Directors from across North America to network, share effective practices and learn about the post election outlook. SHRM also shared the hot topics they are focusing on to effect change in the HR field and leadership. The tools and

ideas from the conference have been shared with the board and we are eager to put ideas and initiatives in place.

One initiative I have assigned to myself as President is to work with our board on how we can encourage more members to share their HR knowledge. Currently, we have a motivated public relations committee driving social media, an online directory allowing us to stay connected and a programs committee to plan and coordinate events. However, more opportunities for networking and information exchange are in order. The board will continue to foster ideas on how to drive change. In addition, I suggest members reach out to one another to support each other. We should use time at meetings to discuss the issues that keep us up at night. We can solve problems together and need to drive the HR profession to the next level through collaboration.

The CRHRA Board of Directors is looking forward to another great opportunity for members to network with their HR colleagues and take a nice midday break from the holiday chaos at our annual holiday luncheon. We look forward to seeing you at the December 15th luncheon meeting! Be sure to bring extra money for the SHRM foundation raffle along with a little bit of luck.

Cheers!

Tracy

Meet the Capital Region's Best Companies to Work for in NY 2010

By Kristin Pasquarelli
Public Relations Committee

The results are in...

Earlier this year the New York State Society for Human Resource Management announced the top 20 winners for each the small/medium employer and large employer category in the "Best Companies to Work for in New York 2010" competition. The statewide survey and awards program was designed to identify, recognize and honor the best places of employment in New York, benefiting the state's economy, its workforce and businesses. Among the winners, we had the opportunity to recognize two companies from the Capital District area whom shared some of the strategies they feel earned them this honored recognition.

SolutionSet, located in East Greenbush has been recognized, ranking #8 on the small/medium companies list. A data processing company serving some of the nation's largest multi-title catalog, retail and direct markets, SolutionSet provides innovative and cost effective database and list processing solutions to their clients. Employing approximately 86 employees, SolutionSet allows their staff to manage day to day family obligations by supporting flexibility in scheduling. Communication is key to the organizations success, promoting an open door policy. A monthly newsletter keeps staff connected and informed. A casual work environment, allows staff to be comfortable, while being highly productive. New employees are acclimating to the company through the assistance of an in-

house training director. A comprehensive and competitive benefits package, including benefit eligibility the date of hire, is an attractive aspect of the company.

Capital District Physicians' Health Plan (CDPHP) of Albany earned a spot, ranking #13 on the large companies list. Just a few examples of the numerous actions that employees are rewarded for at Capital District Physicians' Health Plan, Inc. (CDPHP®) include going above and beyond to mentor new employees, leading a team on a project or providing a training tip that will benefit all employees. Recognizing that the success of its company is firmly rooted in the quality and performance of its employees, CDPHP® developed a program for rewarding staff excellence and sharing positive feedback — from personalized thank you cards and gift certificates to cash rewards ranging from \$25 to \$2,000. In addition, employee appreciation events include quarterly anniversary awards, company-wide breakfasts, a weeklong celebration of Customer Service Week and the employee appreciation picnic featuring an afternoon filled with team challenges, food and entertainment. As a physician-founded and guided health plan, CDPHP® and its affiliates currently serve members in 29 counties throughout the state of New York and seven counties in Vermont.

We recognize and applaud both companies earning a spot on the 2010 list. Each company has worked very hard to earn this honor and should be very proud of their efforts.

Congratulations!

AGENDA

Wednesday, Dec. 15 Luncheon Meeting

Holiday Inn, Wolf Road, Albany

Registration 11:00 a.m.
Lunch 11:30 a.m.
Program 12:30 p.m.

Menu:

- Luncheon Buffet

Cost:

- \$30.00 - Members
- \$35.00 - Non-Members
- \$15.00 - Students

(12 credits or more)

Please make your reservation online (www.crhra.org) or by mail (CRHRA, 1450 Western Avenue, Suite 101, Albany, New York 12203), or fax (518-463-8656). You may pay with an online credit card payment, by mail or at the door. Also, please be sure to check-in when you arrive.

RESERVATIONS and cancellations are required by noon on **FRIDAY** prior to the meeting. Reservations made and not kept will be billed to you. Please call CRHRA at (518) 463-8687.

We regret that we are unable to honor walk-ins on the day of the meeting. Casual attire is acceptable.

December Meeting Sponsors

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Pinnacle Recruiting and HR Solutions provides a value proposition that no other staffing firm in the Capital Region can offer: world class recruiting capability and true human resource consulting under the same roof. This combination of talent and perspective has allowed us to provide scalable solutions to clients large and small. Pinnacle provides recruiting and staffing services, human resource support services, compliance programs, program development and management services, and strategic planning.



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Siena College HR Chapter Hosts Career Panel

By Traci Koppenhafer, Student Chapter Committee

On Monday, November 15th, the Siena College Student Human Resources Chapter hosted a very successful career panel. The panel consisted of CRHRA members Traci Koppenhafer, Miriam Dushane, and Annette Parisi from the Siena College Career Center.

Erin Gordon, president of the Student Chapter, led the discussion with a series of professional development questions directed at the panelists. The panelists offered advice on resume writing, networking, interviewing, job searching and professional growth to a full classroom of over 30 students.

The first panel of the school year also served as a recruiting mechanism for the Student Chapter. Various prospective members expressed interest in the chapter at the end of the panel discussion. Siena students are looking forward to hosting other various Human Resource related events in the near future.

CRHRA Member Survey

Please complete the CRHRA Member Survey. This survey should not take more than 5-10 minutes. We know your time is valuable and we appreciate your participation.

The first 20 participants will receive a CRHRA umbrella. A \$50 gift card will be given to one randomly drawn survey participant!

The survey can be accessed at:
<http://www.surveymonkey.com/s/ZL3ZVGZ>

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- | | |
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Chapter Chatter

CRHRA would like to congratulate member and Leadership Class alumna, Chris Gonzales of Center for Disability Services, who recently won the Cerebral Palsy of New York State Staff Recognition Award. Chris was nominated by the line managers and employees she serves at the Center and was chosen as one of only three award winners for this annual honor. Chris was recognized for consistently demonstrating the Center's values through her work and unique contribution to the Center's mission. Chris is a model for employees throughout the Center whether providing functional expertise or giving of her personal time to advance the initiatives of the Center. Congratulations Chris!

Michele Wilkes-Hawkins, PHR has been appointed to serve as District Director for the Central NY district (Albany, Syracuse, Utica) for NYS SHRM. She is happy to be able to continue to serve HR professionals at the chapter level and the State Council.

Welcome New Members!

Welcome to the new CRHRA members who have joined our organization as of November 2010!

Kellie Barbera Price Chopper Golub Corporation
 Amanda Begin
 John Blowers CG Power Solutions
 Xiang Chen
 Jacqueline Conlin
 Rene Gannon ADIDAK
 Lynn Jackson BMPC/KAPL
 Traci Mills NE Health
 Kevin Murphy Siena College
 Valeen Snyder
 Elizabeth Straub New Visions
 Adina Taluto Division of Military and Naval Affairs
 Laura Weinreb State Farm Insurance Company
 K.D. Ann Welsh
 Kelly Williams HR Graduate Student

Looking for a new opportunity? Check out the CRHRA job bank for a listing of the latest available Human Resource positions in the region:

<http://www.crhra.org/jobbank.cfm>

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CRHRA Board Member Sarah Delaney Vero Named to *Business Review's* '40 Under Forty'

By Moira Fitzgerald, Public Relations Committee

CRHRA is pleased to share that board member Sarah Delaney Vero has been named one of the Albany Business Review's 2010 40 Under Forty outstanding local businesspeople.

Sarah is an attorney with Bond, Schoeneck, & King, PLLC, an Albany law firm that services clients throughout New York State. Sarah is a member of the firm's Labor and Employment practice group and represents and counsels employers in all areas of private and public sector labor and employment law.



Sara Delaney Vero

In addition, Sarah is the programs chair of CRHRA's board of director's, the president of the board of director's, Empire State Youth Orchestra, and a member of the board of director's, Trinity Alliance of the Capital Region.

Sarah is truly passionate about helping employers handle employment-related issues. This area of the law is constantly evolving and Sarah finds it rewarding to assist human resources professionals, business owners, and other local professionals navigate these laws, not only to bring their businesses into compliance with the law, but to help them handle the issues most important to the employees they have hired to make their businesses successful. Sarah has sought and acquired a greater depth of knowledge of employment law matters, engaged in extensive litigation before administrative agencies and state and federal court, and worked on traditional labor (union) matters as well. Sarah is a frequent lecturer on employment matters, including discrimination and harassment avoidance, workplace investigations, safe hiring practices, and federal and state leave laws.

Sarah's work in recent years has been notably different in light of the impact the economic downturn has had on local businesses. Sarah indicated that clients are more closely watching what they are spending which forced her to be more creative in helping them through the difficult times. Sarah's main objective has been to help businesses to move forward by highlighting the value of efficiency and streamlining pro-

cesses without hindering their progress. Sarah encourages employers to focus on their employees as the most valuable asset to their organization, to maintain positive working environments and continually assess how they can make their employees happier with less. Sarah saw these difficult times as especially important for human resource professionals as their value lies in fostering effective communication within the organization.

For Sarah, being recognized as one of the Business Review's 40 Under Forty is truly an honor. She was particularly pleased with the level of support she received from the organizations she is part of, as well as her colleagues at BS&K. When asked to offer advice on what human resource professionals can do to set themselves apart, Sarah advised that staying abreast of changes in our industry is critical, being aware of trends and how quickly things change, and always remaining open to and capitalizing on fresh perspectives. Thank you and congratulations Sarah!



OI Partners is a leading global career transition and coaching firm that helps individuals find new careers and employers to improve the performance of their employees and organizations. OI Partners is comprised of career management professionals who specialize in executive search and group outplacement, coaching, leadership development, workforce planning, and talent management. The company was established in 1987 and is now located in 200 locally-owned offices in 27 countries with more than 100 U.S. offices.

Please visit www.oipartners.net
or call Tom McKenna locally at 518.867-3500

SHRM Foundation News:

Your Financial Support Makes A Difference!

By Michelle Wilkes-Hawkins

As you reflect on the many causes and organizations worthy of your charitable support this holiday season, please consider giving back to your profession through a tax-deductible gift to the SHRM Foundation.

The SHRM Foundation provides comprehensive, research-based answers to your HR challenges through its support of research grants, scholarships, educational programs and practitioner resources.

With your financial support, the SHRM Foundation strengthens and advances the HR profession by assisting individuals in their pursuit of greater academic credentials, by supporting researchers who bring us greater understanding of the complexities of HR, and by creating materials that explain how practitioners can capitalize on the new knowledge that research provides.

Help the Foundation provide a substantial and sustained investment in the future of HR. Donate today. Send your contribution to: SHRM Foundation, P.O. Box 79116, Baltimore, MD 21279-0116 or donate online (www.shrm.org/foundation). Thank you in advance for your support!

25/50/25 Raffles!

At our November breakfast meeting we held our first raffle for the 2010-2011 program year. At each regular monthly program meeting, raffles will be held to support a local charity and the SHRM Foundation. 25% will go to the SHRM Foundation; 50% will go to you, the winner; and 25% will go to a chosen local charity.

Our November Charity was the Equinox, Inc. 41st Annual Thanksgiving Day Community Dinner. A special thank you to Past President Alison Rosenblum for helping to sell tickets. The winner was Peg Porpeggia, our membership chair, from Price Chopper Supermarkets. Congratulations Peg! \$40.00 was sent to the Equinox and \$40 to the SHRM Foundation. Our December raffle will benefit the U.S. Marine Corps Toys for Tots Drive. With donations, we will purchase gifts for the drive.

Future chosen charities include Northeast Parent and Child Society, Community Hospice, The Ronald McDonald House and The Mohawk & Hudson River Humane Society. Your support of the SHRM Foundation and our community is very much appreciated! We hope you will participate! (Please note you must be present to win)

GOLD SPONSOR

L I N I U M S T A F F I N G

Linium is pleased to announce its Gold Sponsorship with The Capital Region Human Resource Association! Linium is proud to be a part of the growth & success of the Human Resource Profession!

Linium continues to be a leader in providing top notch talent through a full suite of staffing services. You can count on Linium. Our reputation is built on adhering to the highest standards of recruitment ethics and our unique ability to find the "missing piece".

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St. Rose HR Club Increasing Membership & Presence

By Kelly Conroy, Student Chapter Chair

The College of Saint Rose Human Resources Club has focused its activities on increasing membership and presence on campus. The mission of the club is to build relationships among peers and professionals in the local business community and establish an occupational network to benefit the students after graduation. The group is attempting to open membership to those in other business disciplines and students outside of the school of business. The rationale is that every student will be applying for jobs after college and can benefit from insight into the human resource function. Every organization has either a formal human resources department or complies with HR related processes. If students have an opportunity to interact with professionals in the HR field, they will be better prepared when seeking employment.

Three CRHRA members presented their perspective on "Creative Strategies to Land a Job or an Internship" to a group of over 40 St. Rose students on October 26. David Sheinberg, recruiter and CRHRA member, spoke about using recruiters and the importance of network-



ing. New CRHRA member and MBA student, Susan Fenimore emphasized dress and preparing for an interview, and Tom McKenna, CRHRA Treasurer, spoke about social networking sites. Megan Jackson from the college's Career Center served as an excellent addition to the group.

The large turnout is credited to Justin Wilkes, President of the HR club on campus. Kelly Conroy, student chapters chair, noted that this was one of the best turnouts for a CRHRA college presentation and said there was a marketing future for Justin.

To accomplish their mission, the club plans to strengthen their relationship with CRHRA during the spring semester. They have recently been fundraising in an effort to finance a group trip to CRHRA monthly networking events and hope to be in atten-

dance at one or more of the upcoming events. The students are excited that CRHRA can prove to be a vital partner in their occupational network.

Fall 2010 Officers: Past President- Justin Wilkes; Vice President- Sarah Pizzino; Secretary- Emily Gydesen; Treasurer- Jonathan Banguela; Public Relations- Jordan Randall

NYSDOL Receives Grant to Study Green Jobs

By Michele Kilburn, Workforce Readiness Committee

The New York State Department of Labor, partnering with the Energy and Environmental Technology Applications Center at the College of Nanoscale Science and Engineering of the University of Albany, has received a \$1.1 million grant from the U.S. Department of Labor to estimate the number of green jobs on the horizon and to identify the new, emerging and enhanced skills needed to fill green jobs. The Department is surveying about 20,000 firms to collect this information. More in-depth research will seek to understand what skills employers need and to identify existing education and training resources available to fill those needs.

Input from companies is critical. New York State is investing \$1.2 billion over a two year period in clean technology and energy efficiency and is eager to ensure the workforce is ready. Business associations, labor organizations, utility companies and other key industry stakeholders will serve as consultation partners on this initia-

tive to obtain the information needed to prepare the workforce for New York's clean technology future.

A letter directing companies to a dedicated survey website is being mailed to New York State employers with more than 25 employees and a sample of those with less than 25 employees in the following industry clusters: construction, energy and environmental-related product manufacturing, electric power generation, transmission, and distribution, professional services, financial services, and building services.

If your company receives this letter, please respond to the green jobs survey as soon as possible. This information will help identify critical skill sets needed for tomorrow's workforce.

If you would like further information on the green jobs project, please contact Michele Kilburn, Research Support Specialist at E2TAC and CRHRA Workforce Readiness Committee Member at mkilburn@uamail.albany.edu.