

HR & Training News

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Developing People
Creating A Competitive
Advantage

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MAY ALL THE SEASONS OF YOUR LIFE BE FILLED WITH PEACE AND HAPPINESS



As the year comes to a close we are delighted to communicate a holiday greeting to our friends and colleagues.

During this year we have continued to be active in sexual harassment training and prevention. In addition, our customer service and management development program You've Got Style has been

widely implemented with a variety of organizations.

We now have two web sites, www.treasureassociates.com continues to focus on our services and www.trainingsresourcesstore.com features off-the-shelf training programs and resources.

In the first quarter of 2007 we will release our e-learning program for

harassment prevention.

This quarterly newsletter has been developed to share information that will be beneficial to you in a quick and easy format. If you would like to be removed from our distribution list, please contact us.

Happy Holidays!



Record Holiday Bonuses But Less Time Off — BNA Survey

For more than two decades, BNA's Year - End Holiday Practices Survey has offered an annual snapshot of companies' plans for marking the year's end and recognizing employees' contributions with benefits like paid time off, special holiday work schedules, holiday parties and celebrations, employee gifts and bonuses, and holiday charity. This year's results are based on the responses of human resources executives representing 214 US employers.

Survey highlights:

- More employers (49 percent) plan to give year-end gifts and bonuses. This represents a 40 percent increase over 2005 and is the highest figure reported in the survey's

25-year history. BNA didn't ask survey participants this year how much they were planning to give. But in years past, the median bonus came in between \$200 and \$300.

- Paid time off at Christmas and New Year's grows shorter, regardless of the calendar. Long term trends show a steady decline in paid holiday leave over the past two decades no matter when the holidays fall.
- Manufacturing establishments are among those most generous in granting paid holiday leave. More than 8 out of 10 manufacturing firms will provide at least three paid holidays during the Christmas and New Year's season, far exceeding figures reported by nonmanufacturing/

services organizations. Most organizations that sponsor company-wide events will pick up the full tab. Spending on parties has gone up in recent years.

- Seventy-four percent of the companies that plan to serve alcohol at their parties say they will ask bartenders to monitor consumption. Forty-five percent will limit the time during which alcohol is served, 41 percent will offer taxis home for the inebriated and 32 percent are even arranging for hotel discounts for those who prefer to stay overnight.
- Fewer organizations will participate in charitable activities this holiday season.

Expanded Orientation Helps Retain Workers

Linda Treasure

According to the American Society of Training and Development, it costs an average of over \$6,000 to hire a new employee.

Additional research indicates 50 to 60 percent of new employees leave after only seven months of employment. Sometimes the best employees leave and the least valuable remain, leaving an organization in a difficult competitive position.

It important for any organization to recruit the best people and then work very hard to retain them.

Typically, a new employee is hired and the human resources department is responsible for his/her orientation. Often there is much information presented in a brief period of time. Usually, the new employee remains somewhat confused, with many questions unanswered..

A three phase orientation process offers an alternative.

The primary objective for each phase is to enable the new person to feel welcome and comfortable with the organization. The three phases have additional objectives that are complimentary.

1. This phase usually requires an hour. It is designed to welcome new employees, have them complete necessary paper work, provide them with an employee handbook and policy manual, and if appropriate, the safety manual. They should receive information on the organization's benefits, medical insurance, and pay procedures.
2. Requiring two to four hours, phase two is a more formalized education proc-

ess. New employees learn the organization's history, structure, and mission. The objective is to foster a positive attitude toward the organization and a commitment to its goals.

3. In this phase the focus is on-the-job and it is the responsibility of the employee's manager. New employees are guided in developing rapport with co-workers, learning their job and its relationship to the department's success. Items to include: hours of work, attendance requirements, job descriptions, on-the-job training, interface with other departments, and lines of authority.

With an expanded orientation new employees are more likely to stay and contribute their best.

Interesting Statistics Abstracted from Office Solutions Nov/Dec 2006 John MacIntyre

- **Percentage of executives' bonuses that are in part impacted by gross/net revenues: 59**
- **Percentage of executives' bonuses that are impacted by customer satisfaction levels: 35**

-Society for Human Resource Management

- **Percentage of small-business decision makers who say they're concerned about their company's ability to provide affordable health insurance coverage for employees: 70. -Aflac**

- **Percentage of recruiters who say being a cultural fit is the most important attribute in giving candidates an edge: 42**
- **Percentage who say character or personality: 32**
- **Percentage who say work experience: 17**
- **Percentage who say education: 1**

-Korn/Ferry International

- **Percentage of executives (with an average age of 50) who say they are concerned**

they will be discriminated against on the basis of their age: 74.

-ExecuNet

- **Percentage of administrative professionals who say they could do their boss's job: 31**
- **Percentage who say they've had to plan personal travel/vacations for their boss: 30**
- **Percentage who say they've had to lie or make up excuses for their boss (with spouse, family, friends): 29**

-Simply Hired

