

TAHRA NEWS

OCTOBER 2005

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TAHRA
Tulsa Area Human Resources Association



OCTOBER PROGRAM

WHEN:

Wednesday October 19th

WHERE:

*Southern Hills Country Club
2636 E. 61st*

PARKING:

*You will need to provide your name
at the entrance to the country club.*

Valet parking will be provided.

Please see map for details.

TIME:

Registration - 11:15

Business Meeting - 11:30

Program - 12:00

Workshop - 1:30-3:00

COSTS:

Members \$20

Guests \$30

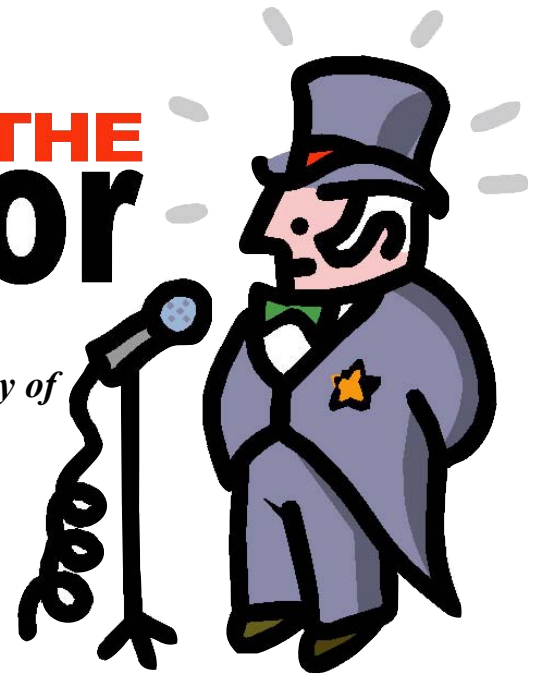
Students \$10

Please be sure to make a reservation by emailing Carolyn Jenkins at tulsahr@swbell.net by Friday, October 14th.

Note: Because TAHRA incurs costs for reservations, no shows will be billed. Prepaid members must make reservations and cannot send substitutions.



ASK THE Mayor



Over the last month, TAHRA members were given an opportunity to provide questions to the Mayor of the City of Tulsa.

Bill LaFortune will be addressing those questions along with discussing many issues like:

- ✓ **Tulsa's economic development**
- ✓ **Bringing new business to Tulsa and the surrounding areas that will affect area salaries**
- ✓ **Tulsa being presented to young recruits as a progressive and energized place to work**
- ✓ **The future vision of Tulsa**
- ✓ **The specific types of organizational support on those things that would be most helpful in achieving that vision**

Bill LaFortune, Mayor of the City of Tulsa, received his Juris Doctorate from the University of Tulsa and his Bachelor of Arts from the University of California. He has served as our Mayor of the City of Tulsa since 2002. Other public service experience includes: District Attorney, Tulsa County (appointed by Governor Frank Keating); Judge, 14th Judicial District, State of Oklahoma; Assistant Attorney General and Administrative Chief of the Tulsa Bureau; Assistant District Attorney, Tulsa County; and Assistant Attorney General, Civil and Multi-County Grand Jury Divisions, State Capitol. Bill LaFortune is currently a Partner specializing in land use, planning and business development law, Norman Wohlgemuth Chandler & Dowdell Law Firm. His other private sector experience includes: family oil and gas business and attorney in private practice and Senior Contractors Administrator, Telex Computer Products, Inc.

Bill LaFortune's past and present community service includes: Child Abuse Network Inc., Board of Directors; Gilcrease Museum Association, Board of Directors; The Parent-Child Center, Board of Directors; Tulsa County Bar Association, Director-at-Large; University of Tulsa College of Law Alumni Association, Board of Directors; Juvenile Diabetes Foundation, Board of Directors; National Conference for Community and Justice, Board of Directors; and Cascia Hall, Board of Directors.

Bill has been married 21 years to Dr. LaFortune, an Oklahoma attorney and psychologist. They are the proud parents of three children: Jacqueline, 16; Olivia, 15; and Bill, Jr., 10; who attend both public and private schools in Tulsa.

MESSAGE FROM *the President*

Hurricane Katrina will have a long-lasting impact on the world, our nation and the gulf coast. In turn, the HR profession has been, and will continue to be, impacted by this disaster in the days, weeks and months to come.

The feelings of helplessness, loss, grief, etc. stemming from this disaster are mingled with contrary feelings of hope, inspiration, compassion and love for our neighbors. With our emotions so churned up it is hard to know how we might help those that have suffered so much.

One thing the HR profession can do is continue to lead the human side of our organizations. We can do this in several ways:

1) We can provide opportunities for employees to help. It is amazing how the smallest chance to help can shift us from feeling down, to feeling better. Most people want to help out in times of need, but may have different reasons they remain inactive. We can listen for those reasons and work together with employees to find creative ways around the roadblocks to helping.

2) HR can lead the emotional expression of the organization. Our organizations have core values and beliefs that can be expressed through our efforts to help. For example, some organizations have a strong focus on the family. They might consider adopting one or more families to help with their needs for food, clothing, shelter, employment, schooling, recreation, etc. Another organization may have a culture of being hands-on and being directly involved with things. It may be that their employees' help might take the form of hands-on projects like clean up efforts or rebuilding when the time comes.

3) We can gather and share information regarding activities taking place. Maybe the Company softball team would be a great choice to support a particular fundraiser. If your organization has many competitive employees like mine does, you might find constructive ways to tap into that spirit around helping the victims of Katrina.

I believe some type of action is the key. It is not so important that what we do is the best idea, just that it results in our employees gaining a chance to help someone else.

Perhaps one of the unexpected outcomes of the devastation will be HR helping our organization's grow more compassionate and involved in good causes.

Thank you for all your efforts and prayers to relieve the suffering.

Andy Staub



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October 27th 2:00 - 4:00 P.M.

**Tulsa Technology Center-Lemley Campus
Business and Industry Training Building, Rm 9**



Developing More Effective LEADERS

by Jim Robinson, Workforce Solutions, LLC

This seminar will inform and enlighten the attendees on the importance and benefits of using psychometric management tools to identify and develop your organizations leaders and assist with your company's succession planning. In addition, it will share with the group common misconceptions and the improper use of certain assessments.

In today's economy, businesses face many challenges. Accenture recently asked over 800 CEO's and senior executives in human resources about the biggest threats to their company's success. Of the top 10 threats, 3 were related to leadership: inability to attract and retain the best talent (63%), low employee morale (56%) and, instability of senior leadership (48%).

Even more alarming is a Hewitt study that showed 73% of the companies believe their manager's ability to coach employees requires the greatest improvement and another 73% believe their managers are not skilled at building high-performance teams.

Also to be discussed is how different types of assessments and surveys reveal critical information about a manager's strength and weaknesses and pinpoint the training and development opportunities to help them reach their potential. As a result, your company will enjoy these benefits:

- * More effective managers
- * Better job performance
- * Increased productivity
- * Higher morale and increased commitment to excellence

Jim Robinson, President - Workforce Solutions

For over two decades, Jim has achieved success in a variety of corporate sales, marketing and management positions. Jim has been a top performer throughout his career working for several world-class sales organizations (Eastman Kodak, LexisNexis, etc.) in five different industries while living in Tulsa, OK. Jim's expertise in account management, enterprise selling, organizational processes and sales leadership is a result of his diverse career experiences and commitment to excellence.

Jim received a B.S.B.A. in Business Marketing from the Ohio State University. He is an active member of the Ohio State Alumni Assoc., Sigma Chi Alumni Assoc., ASTD-Tulsa Chapter, Oklahoma Service Leaders, past President and active member in the Business Development Group of Tulsa and current President of the Bixby High School Soccer Booster Club.

As owner and President of Workforce Solutions, LLC (a Strategic Business Partner for Profiles International), Jim's company provides organizations with a variety of management tools and assessments to help them select and retain top performers and provide great information to help companies develop leaders and coach, manage and motivate their employees more effectively.

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EMPLOYEE DEVELOPMENT through Community Outreach: *Development That's Not Too Classy*

By Alison Anthony, SPHR, MA, Williams

Does this sound familiar? You know if you leave your office right now (it's 11:47), you might just make it to that non-profit Board Meeting across town and not be too late. When you return at 1:45 (late to your 1:30 meeting with your boss) and finally get to your desk at 2:30, you are welcomed by 47 new emails and 6 new voice mails. At that point, you might be thinking, "Why do I do this to myself???"

Many of our Tulsa companies extend strong commitment to the community--providing non-profit board members, rolling out for the United Way Day of Caring in matching shirts, offering strategic planning facilitation, and partnering with local schools. These activities have become such an integral part of many business cultures that we often don't think about the resounding benefits resulting from this commitment and community involvement. Too often we think of "development opportunities" as attending a conference or sitting in a classroom. Not only does our investment in diverse communities benefit our businesses and the organizations we support with our efforts, but it also positively impacts employee engagement and provides innovative development opportunities.

Employee participation and volunteerism in organizations that serve diverse groups make our companies stronger. We recruit employees from the local labor force, so support of educational institutions is critical. We meet people on committees, and this networking creates an ongoing source of future employees. To attract new employees to our work locations, our city needs to offer a strong foundation of the arts, strong education, a clean and lively environment, and integrated social services.

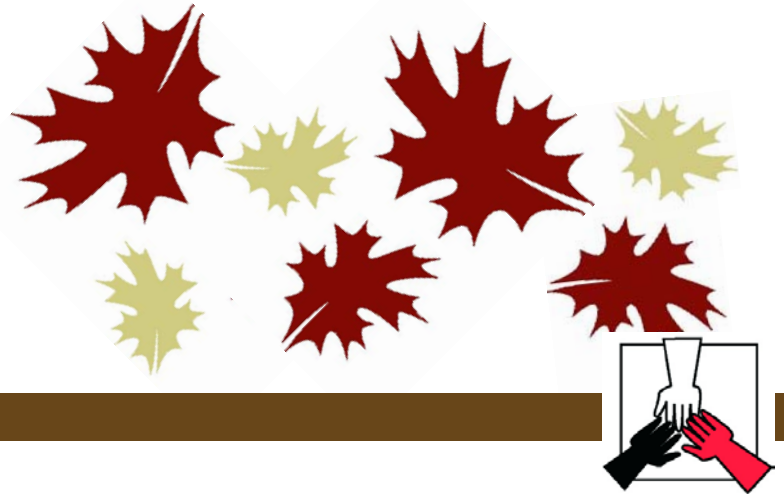
Recently, one of our Williams employees, Ken Sallee of the Corporate Strategic Planning and Development team, donated his time and talents to create a business plan and budgeting model for the Tulsa Community Service Council's Conecciones Project. Designed to help schools retain and support Hispanic high school students, the Conecciones project is making progress, in part thanks to the discipline and focus Ken brings to the team. "Corporations need to be responsible corporate citizens in the community," Ken says, "and I enjoy applying what I have learned to help Williams fulfill that important role."



Other employees throughout Tulsa spend many hours through school partnership programs, providing tutoring, mentoring, or Junior Achievement classes. When they return from these community efforts, their passion and energy from working with Tulsa's young people are contagious among co-workers. These employees feel great about the relationship they build and their contribution to the community. They return from the volunteer experiences engaged and motivated. Engaged employees are more likely to tap into the discretionary effort that drives company success.

A more subtle but equally important benefit of community outreach is the opportunity for employee development. Getting involved in community services--especially those that expose employees to new and different ways of thinking and working--can help employees build numerous skills and abilities, from project management to influenc-

ing without direct control. Employees learn to work in diverse teams, can practice persuasion, and often gain valuable leadership experience. To get the most from a development opportunity, employees should talk with their managers about what they hope to learn from the experience and how they'll measure their development success. Good career development experiences enable employees to build on the past, achieve in the present, and succeed in the future. As we support the communities where we work and live, we gain even more than we give.



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NETWORKING *for Dummies*

By Stacey L. Bradford



YOU'VE HEARD IT time and time again: Networking is the most effective way to find a job. Well, it's true. According to employment experts, career advancement is best achieved by utilizing your circle of personal and professional contacts. But the latest twist on the age-old strategy might leave some networkers feeling a bit seasick.

In September, job seekers and curiosity seekers alike will have a chance to hobnob with 10 cast members from the hit reality TV program "The Apprentice" during a seven-night Caribbean cruise. Michael Jacobsen, editor of Trump World magazine, one of the sponsors of the cruise along with travel Web site Expedia, promises the trip will be "a phenomenal networking opportunity for anyone coming onboard." By putting fans of the ultimate job-search show together with the aspiring entrepreneurs from the cast, says Jacobsen, names and deals will be flying back and forth all week long.

So if your idea of a good time is rubbing shoulders with the likes of Raj and Stacie J., two "Apprentice" contenders who've already committed to the cruise, by all means book your passage now. But if you're trying to meet valuable contacts and line up a new position the traditional way, the sea adventure is probably not the best use of your time or money.

"I have to think that insta-networking is very fragile," says Rich Thompson, chief learning officer for Ajilon, a Saddle Brook, N.J., recruiting firm, of the shallow relationships that would likely be forged during a brief cruise. "A better opportunity of being put in the right direction [for a job lead] is through a quality relationship."

Indeed, the experts we spoke to agree that nothing beats good, old-fashioned networking. By that we mean tapping into relatives, friends and former colleagues, and setting up face-to-face meetings with any referrals they might offer.

We know, networking can be awkward, but here's why it simply has to be done: At any given time some 80% of all available jobs aren't posted in the classifieds or on job boards, according to BH Careers International, a career-management firm in New York. And 60% of people surveyed by BH Careers say they landed

their last job through networking. Convinced now? Good. Keep these 10 tips from experts in mind to make your networking efforts as fruitful as possible.

1. Write an Elevator Speech

Before you start networking, prepare what experts call an elevator speech. This should be a summary of what you want people to know about you that can be delivered in less than 30 seconds. Think of it as a marketing message: who you are, what you do and what you're looking for. The key is to keep it upbeat, succinct and to the point. Anything short of that and you risk boring or turning off the listener, warns Debra Condren, a career coach and business psychologist with offices in New York and San Francisco. Since you only get one opportunity to make a first impression, Condren recommends first practicing your elevator speech in front of a mirror, and then on friends, before taking it out to a networking event.

2. Use Your Existing Network

The best way to start networking is to tap into your existing circle of contacts, including friends, family members and former colleagues. Simply spread the word that you're looking for a new job and ask if anyone has a contact of their own in your field that may be able to offer some advice. Then make sure to ask every person you meet for two or three more referrals. Once you start the process your network will continue to grow exponentially. "It's a domino effect," says Ajilon's Thompson. "Everyone has a center of influence and people that they touch. This is where the best opportunities come from...from somebody who knows somebody."

3. Target Trade Groups

It never hurts to expand your network even further. When doing so, don't waste time going to large events that cater to people in many different industries. You need to take a more targeted approach. One of the best ways to accomplish this is to join the

dominant trade or industry organization in your area. Preferably, it should be one that has some type of barrier to entry, even if it's just a membership fee. "The higher the level and more targeted the environment, the more efficient and effective a networking source you will have found," says Marc Lewis, North America president for Morgan Howard Worldwide, a Stamford, Conn., recruiting firm. Consider volunteering on one of the group's committees. It's a great way to meet members.

4. Show Interest in Others

All of the experts we talked to agree: The secret to effective networking is to stop focusing on yourself and take an interest in the other person. Not sure how to do this? Simply start asking questions and get that new contact to talk about himself and his business experience, recommends Morgan Howard's Lewis. This is easier than you might think. People love to talk about themselves, Lewis says. And they're often flattered when others seem genuinely interested in what they have to say.

Another benefit of taking an interest in someone else is that the job seeker has an opportunity to pick the other person's brain and learn something about their industry that they can use later on. "You can't expect every person you meet to help you, for example, find a job interview," says Lewis. "But if you are effective at working a crowd, as any good politician will tell you, you can learn and take something away from the conversation as knowledge to use elsewhere."

5. Don't Ask for a Job

This may sound counterintuitive, but the worst thing you can do while networking is ask for a job. Instead, seek advice, says Dan Strakal, coauthor of "Better Job Search in 3 Easy Steps" and owner of Success Positioning Systems, an Albuquerque, N.M. career-services firm. Why? People are more likely to be generous with their time when you ask for their counsel. Also, Sharee Wells, a regional vice president and career coach with BH Careers, points out that if you ask for a job you're often forcing the other person to say no to you. Or, if that contact doesn't know of an opening, you are giving him

an excuse not to meet with you. Don't worry. If someone likes you and you seem qualified for an opening, he or she will want to refer you to the right person to set up an interview.

6. Build Relationships

Strangers aren't going to put their reputations on the line for you. That's why you have to take the time to build a relationship with any new person you meet before asking for a favor, says Wells. How do you do that? Consider dropping a personalized note to any new contact you meet at an industry event. Then, once you've made the initial overture, you can follow up by doing anything from sending along a helpful article to introducing that person to someone in your own network, recommends Susan Howington, senior vice president and managing director of Lee Hecht Harrison, a Woodcliff Lake, N.J. career-management-services firm. The key is to nurture the contact until you feel you've secured that person's attention.

7. Don't Be Selfish

No matter how desperate you are, remember that networking is a two-way street. After every meeting, ask if there's anything you can do to help the other person. Many job seekers make the mistake of thinking that they have nothing to offer in return. That's simply not the case. If you've met with a recruiter, for example, you can always offer to introduce him to the smartest people you know in your industry, says Melanie Mulhall, a career coach and corporate consultant in Broomfield, Colo. Even a young job seeker with little experience should offer to help the other person. While it's understood you may not be able to help a CFO land his next position, you might be able to assist him in other ways. His daughter, for example, may be applying to colleges and want to hear about your take on a school.

8. Never Abuse Relationships

Be careful not to overuse your network. Unfortunately, there's no rule here for how many phone calls are too many. Just try to gauge if you're coming across as someone who's always looking for a favor. Try to keep the relationship as mutually benefi-

NETWORKING *for Dummies*

- - QUICK LIST - -

1. Write an Elevator Speech
2. Use Your Existing Network
3. Target Trade Groups
4. Show Interest in Others
5. Don't Ask for a Job
6. Build Relationships
7. Don't Be Selfish
8. Never Abuse Relationships
9. Always Follow Through
10. Maintain Your Network

Continued on next page...

cial as possible. Even if you don't have an agenda other than maintaining your network, too much contact can be seen as a burden to the other person. Unless you're close friends, try to keep correspondence down to once every three to six months. "Like everything else in life, effective networking is a balancing act," says Morgan Howard's Lewis.

9. Always Follow Through

Nothing can kill a relationship faster than not writing a proper thank-you note. In many cases you can e-mail it, but don't assume the content of that letter is any less important than if you sent it by snail mail. A three line message with a smiley face doesn't cut it. Equally wrong is failing to keep the other person abreast of how your meeting went with someone he or she referred you to. And don't even think about not making contact with someone who was referred to you. It's just rude. Chances are your contact went out of his way to call that person and mentioned that you're looking for some advice.

10. Maintain Your Network

You've heard it before, but it's worth repeating: Maintain your network even when you aren't looking for a job. It will make it that much easier to tap into when you do need a little assistance. It could also open up doors when you least expect it. Remember, the majority of jobs go unpublished, so you may hear of an exciting opportunity even when you aren't looking for it. "A good solid network will pay dividends down the road, but you have to invest the time," says Ajilon's Thompson.

Finally, from time to time all of us let a few people slip from our network. We get busy and lose touch. The best time to reach out and reconnect is when you aren't looking for a job. Chances are that former colleagues will be delighted to hear from you - especially if you aren't looking for a favor.

We expect the final numbers to show that TAHRA raised nearly \$14,000 from this year's tournament. These funds are critical to bringing you the best programs possible.

A big thanks to this year's committee for all their hard work in pulling everything together for a great tournament.

The committee is comprised of TAHRA members and included:

Bonnie Gorrell

Barney James

Mark Hoffman

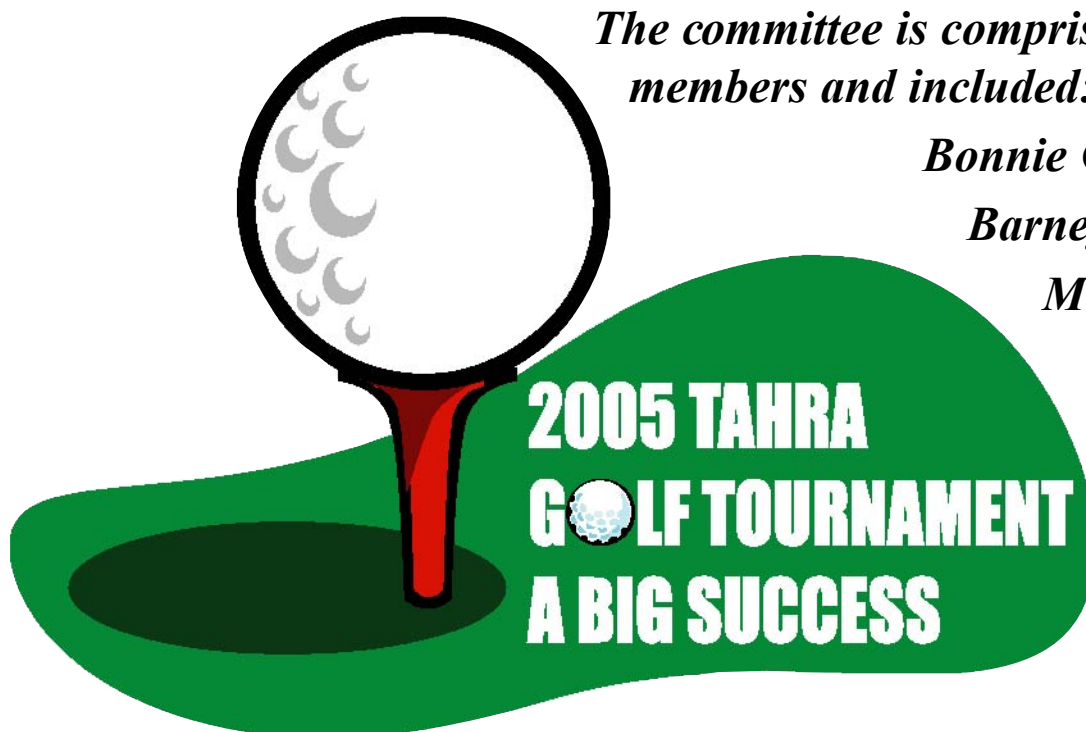
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2005 TAHRA GOLF TOURNAMENT A BIG SUCCESS

This year's tournament had a great turn out of golfers, supporters and volunteers. Almost 120 golfers played in the tournament. We also had over 75 supporters help raise funds for the tournament this year. Thanks for the support from all those listed.

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Submitted by: Kevin P.
Doyle and David Warta,
Attorneys,
Pray, Walker, Jackman,
Williamson & Marlar

LEGAL NEWS

An NLRB Decision: Requiring Employees to Follow the Chain-of-Command and Prohibitions Against Being 'Overly Friendly' With Co-Workers

In *Guardsmark, LLC and Service Employees International Union, Local 24/7* (June 7, 2005) the National Labor Relations Board concluded that an employer's rule against fraternization with an employer's clients and customers violated the national Labor Relations Act but upheld the rule prohibiting fraternization with co-employees. The employer's rule did not permit employees to "*fraternize on or off duty, date or become overly friendly with the client's employees or with co-employees.*" This rule and another prohibiting the distribution of literature while in uniform was challenged as being a violation of employees' rights under Section 7 of the NLRA. The NLRB concluded that the prohibition against the distribution of literature by uniformed employees was unlawful. Further, the Board concluded that forcing employees to stay within the "chain of command" restricted the rights of employees under the NLRA to voice their grievances. The employer could not prohibit the employees from complaining to clients and customers about wages, hours and working conditions.

Finally, the Board concluded that since the prohibition against fraternization with co-employees was related to "personal entanglements rather than rights protected under the Act" the rule was consistent with past Board decision and did not interfere with the employees' Section 7 rights. Thus, the NLRB would not uphold a rule that was solely designed to prohibit employees from discussing their wages, hours and working conditions.

A Bully in the Office: Not Sexually Explicit But Still A Violation of Title VII?

On September 2, 2005, the Ninth Circuit Court of Appeals held in *EEOC v. National Education Ass'n., Alaska*, that offensive conduct that is not facially sex-specific, nonetheless, may violate Title VII if there is sufficient circumstantial evidence of qualitative and quantitative differences in the harassment suffered by female and male employees. The case involves an assistant executive director of a labor union who shouted at female employees in a loud and hostile manner. The shouting was frequent, profane, and often public. The women involved cried, felt panicked and physically threatened, avoided contact with the offending supervisor, called the police, and ultimately resigned. Male employees did not manifest the same severity of reactions, although they did testify that they were subject to similar threatening conduct on a less frequent basis.

In establishing that the supervisor's actions were motivated "because of sex," the court distinguished this case from other cases involving disparate treatment that were "motivated by lust or by sexual animus toward women as women." In this case, an alternative motivational theory was considered: where an abusive bully takes advantage of a traditionally female workplace because he is more comfortable when bullying women than when bullying men. The court reasoned that "[t]here is no logical reason why such a motive is any less because of sex than a motive involving sexual frustration, desire, or simply a motive to exclude or expel women from the workplace."

In determining that the conduct was sufficiently severe to survive summary judgment, the court cited the rule that "the required showing of severity or seriousness of the harassing conduct varies inversely with the pervasiveness or frequency of the conduct." The conduct in question was a "daily thing" and therefore the court found that the pattern of verbal and physical intimidation exhibited by the supervisor was sufficient to satisfy the requirement under Title VII. In summary, in the Ninth Circuit a Title VII harassment claim based on sex does not have to be grounded in sexually explicit language or actions, nor does it have to be gender neutral language or actions that are only exhibited toward one sex. Rather, the difference of the quantity and quality of the language/actions and their effects on each gender is determinative of whether a Title VII claim exists. The court held that evidence of a difference in the subjective effects between genders is relevant to determine whether or not men and women were treated differently, even when the conduct is not on its face sex- or gender-specific. Put simply, if males or females are, as a group, disproportionately affected in an adverse manner by certain conduct, then that conduct could be viewed as harassment, even if the conduct is not sexual in nature.



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