



JAYHAWK CHAPTER

Lawrence, KS #486

of SHRM

# THE RESOURCE

April 2015



## 2015 WorkWell SHRMinar: Creating a Thriving Workplace Culture Speaker: Rosie Ward, Ph.D.

Tuesday, April 14, 2015  
8:00 am to 12:30 pm  
Holiday Inn, 200 McDonald Dr., Lawrence

### Inside this issue:

2015 WorkWell SHRMinar	1-2
Presidents Message Hit the "Pause" Button	3
CEO Message to Chapters	4
SHRM Member Spotlight Welcome New Members	5
New Website Chapter Sponsorship	6
HR Certification News Financial Report	7
SHRM Foundation Scholar- ships Available	8-9
Diversity	10
Diversity (continued) FMLA & Spouse definition	11
2015 Annual Conference	12

Organizations have become stuck in outdated paradigms when it comes to supporting thriving wellbeing—on both the organizational and employee level. Creating a thriving workplace culture is not about policies and programs that support healthy lifestyles; it is about creating the conditions to shift the underlying attitudes and assumptions so both organizational and employee wellbeing can thrive. Culture transformation is a journey, not a program, event or destination. And because changing workplace culture is really about changing people, it is only sustainable when we approach change from the inside-out. This includes not only rethinking how we position employee wellbeing efforts but the partnerships we must create to move beyond “wellness programs” focused on biomedical health risk reduction to having wellbeing be part of the company brand and identity that provides employees meaning and purpose in their work each day. This session will present the research and framework for aligning organizational and wellbeing to transform culture and enhance the employee experience.

### Presentation Objectives:

- Understand why and how organizations have been stuck with regards to organizational and employee wellbeing and promoting sustainable change.
- Describe the importance of shifting to the New Paradigm to create the conditions for thriving organizational employee wellbeing.
- Define the 7 Points of Transformation for shifting workplace culture.
- Critically examine their own wellness/wellbeing initiatives and develop 3 recommendations for moving the needle towards sustainable engagement.



### Bio:

Dr. Rosie Ward is a consultant, professional coach and author known as a thought leader who challenges the status quo, pushes boundaries and engages people and organizations to find success through shifting old, ineffective thinking habits. She has a diverse background with over 20 years of experience promoting wellbeing, employee engagement, and transforming organizations in various settings.

Dr. Ward serves as the Director of Health Coaching Education for Fairview Physician Associates in Minneapolis where she oversees bringing a people-centric approach to supporting individual well-being and develops physicians to think differently and provide better care. She is also an owner of Salveo Partners where she consults with organizations, blending the worlds of Organizational Development and employee wellbeing to provide a unique approach to create thriving workplace cultures that free, fuel and inspire people to bring their best selves to work.

Approved for 3.5 general HRCI credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI).

Continued page 2



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## Creating a Thriving Workplace Culture

Presented by  
**Rosie Ward, Ph.D**

### GENERAL INFORMATION

DATE: Tuesday, April 14, 2015  
TIME: 7:30 am to 12:30 pm  
(Registration begins at 7:30 am)

### LOCATION

Holiday Inn  
200 McDonald Dr., Lawrence KS

### REGISTRATION

\$50 Advance Registration  
\$60 after Friday, April 3, 2015

Registration fee includes workshop, continental breakfast and healthy snacks.

### REGISTER & PAY ONLINE!

- **WWW.jayhawkshrm.org**—upcoming events and registration.
- If paying by check, register online and pay at event or mail check to:  
Jayhawk Chapter—SHRM, PO Box  
442033, Lawrence, Kansas 66044.

### QUESTIONS?

Call Debbie Snyder at 785-550-5760  
or email  
presidentelect@jayhawkshrm.org

**Tuesday, April 14, 2015**

**Holiday Inn  
200 McDonald Dr., Lawrence KS**

**This program is sponsored by The Jayhawk Chapter of  
SHRM and WorkWell Lawrence**

### SCHEDULE

7:30–8:00 am – Registration & Meet with Vendors  
8:00–8:15 am – Welcome  
8:15 – 10:00 am — Workshop with Rosie Ward  
10:00 —10:10 am—Exercise Moment  
10:10 – 10:30 am – Healthy Break & Networking  
10:30 am—12:30 pm — Workshop with Rosie Ward

Approved for 3.5 general HRCI credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI).



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## President's Message



I don't know about you, but spring time is when I evaluate my healthy habits: eating more fruits and vegetables, getting regular exercise, etc.

So, I've signed up to "run" (yes, I'm using that term very loosely!) my second 5k and will do so in the next week. Five years ago, I never would have considered myself as someone who would ever "do" a 5k, let alone "go for a jog." But I have been building healthy habits by specifically focusing on eating healthier and getting regular exercise through the year--not just in the spring.

A key aspect of these new habits is our company wellness program. We now have access to healthy food at work (fresh fruit, protein bars, hard boiled eggs, etc.) have implemented annual biometric screenings & health risk assessments and are now considering implementing a tobacco free campus policy. Without having these environmental "supports," the chance of my success is less. I have more energy and focus and would like to think that I'm a bit more productive at work because of these personal changes.

We've established a company wellness team that has representatives in three states from our four locations. I'm very proud of the fact that we have local initiatives going at each site and for the first time, we have more Walk Kansas participants from our fellow employees in Arizona and Colorado than we have from Kansas!

If you're considering starting a wellness program at your company or just want to take what you may have started to the "next level," I would strongly encourage you to attend the April SHRMinar where we will have a nationally recognized speaker, Dr. Rosie Ward, who will be talking about "Creating a Thriving Workplace Culture" and her philosophy of developing thriving employee "wellbeing."

Also, please know that there is a local group that meets regularly just to share best practices and ideas about workplace wellness: WorkWell Lawrence. If you're interested in attending, send me a note and I'd be glad to have you as a guest at our next meeting.

Here's to healthy habits this spring and always, personally and at work!

Sincerely,  
Kelly Calvert, SPHR, SHRM-SCP  
President, Jayhawk Chapter SHRM  
[presidentelect@jayhawkshrm.org](mailto:presidentelect@jayhawkshrm.org)

### Hit the "Pause" Button... Before You Share Online



Many of us share information on the Internet almost daily, so it's good to remember to share with care. The next time you are about to share information, photos or videos online, consider the possible consequences, especially if your content includes other people.

Before you click "send" and post online, remember:

- What you post could have a bigger audience than you think.
- Once you post information online, you can't take it back even if you delete it.
- Get someone's approval before you share photos or videos they're in.

## CEO Message to Chapters

### SHRM Certification: Setting a New Standard for HR

By Henry G. Jackson, CPA  
President and CEO, SHRM



Leading People.  
Leading Organizations.

Who's the most successful HR professional you know—boss, mentor or other colleague? What qualities do they possess? What makes them stand out?

It's likely the person you have in mind is business-savvy and well-respected across their organization. They have meaningful relationships with people at every rung of the corporate ladder. They've acquired the leadership mantle so many in the HR profession are seeking. They're also seen as a trusted advisor to the CEO and his or her team of senior executives. In sum, your HR hero has the 'it' factor.

But what is 'it'? And most important, how do more HR professionals get 'it'?

At SHRM, we call 'it' *competency*. When we set out to develop the SHRM Competency Model, we surveyed business leaders, educators and over 30,000 HR professionals and found there are nine critical behavioral and technical competencies every HR professional needs to succeed and grow. These competencies, now documented in the SHRM Body of Competency and Knowledge, include: relationship management; ethical practice; HR expertise (knowledge); business acumen; critical evaluation; global and cultural effectiveness; leadership and navigation; consultation; and communication.

These competencies are relevant at every career stage, across all industries, around the world. They are the behaviors businesses have been asking for—nearly demanding—from HR professionals for the past several years. They are also the competencies demonstrated by the most successful members of the HR profession.

In today's complex global economy, HR has evolved to become a key leadership position and businesses expect more of HR professionals than ever before. We must meet these new, higher expectations.

This is why the Society for Human Resource Management (SHRM) recently launched two new competency-based certifications for the HR profession—the SHRM Certified Professional (SHRM-CP) and the SHRM Senior Certified Professional (SHRM-SCP).

Our profession is no longer just about what we know—employment law, benefits and compensation, and other HR essentials. Our profession is about what we *do* with what we know. Yet most HR certification exams are knowledge-based. SHRM's new certifications more closely measure your HR knowledge *and* how well you apply it on the job.

Early response from business, academia and HR professionals has been extremely encouraging. Almost 9 out of 10 people who took the pilot exam for the SHRM-CP and SHRM-SCP said they would recommend it to other HR professionals. In January, more than 21,000 HR professionals achieved their new SHRM certification.

Certified HR professionals are eligible to earn the new SHRM-CP or SHRM-SCP by completing a free three-step pathway before December 31, 2015. HR professionals who are not yet certified but are interested in pursuing the SHRM-CP or SHRM-SCP can register for the first exam window, which opens in May.

SHRM is dedicated to the HR profession in the best possible way, including through our new certification program. This next evolution of certification sets a new standard for HR, and helps you demonstrate that you have the knowledge and behaviors needed to excel in your careers today as business leaders.

I invite you to learn more about how SHRM certification at [www.shrmcertification.org](http://www.shrmcertification.org)

## SHRM Member Spotlight



**Lori Carnahan, SPHR,** is the Human Resources Manager for the City of Lawrence. She is also the College Relations Chair for the Jayhawk Chapter of SHRM. Lori started her career in HR at a hospital in Kansas City. She was selected for an interview from a pool of candidates when the receptionist noted on her application that she had a “great smile”. She been in the field ever since. She feels privileged that she is one of the few people within her current organization that gets to work with every operational area. She especially enjoys the challenges of managing their health care plan and wellness program. Lori tries to learn from everybody she comes in contact with and credits the people in her office with helping her become the human resources professional she is today. When not at work, Lori enjoys spending time with her daughter and attending local art fairs. She also likes exercising at the gym (once she gets there) and spending time with good company. She is looking forward to her daughter’s 21<sup>st</sup> birthday and the Brookside Art Fair this spring.



The Jayhawk Chapter of SHRM would like to welcome the following new members who joined our Chapter:

**Matt Baker** – HR Manager – University of Kansas

**Anna-Marie Keena** – City Clerk – City of Baldwin

**Michelle Stegman, PHR, SHRM-CP,** Human Resources Director/Risk Management – City of Ottawa

**Michelle Sutton, PHR** – HR Manager – Berry Plastics

**Amy Pope** – Compensation Specialist – City of Lawrence

Do you know someone whose name you would like to see added to this list? Please share their name and contact information with a board member! We enjoy talking with others about the benefit of our great group and are always looking at additional networking connections for our membership.

## New Jayhawk SHRM Website

As an existing member of the Jayhawk SHRM Chapter, your basic information has been imported into our new website. When we roll out our new site on or before February 3. You will receive an email with instructions on how to logon to our website site and establish your own password. If you have not received this message by Monday, February 9, 2015, please contact Angela Fleming, VP of Membership at [membership@jayhawkshrm.org](mailto:membership@jayhawkshrm.org) for assistance.

Once your user information has been received, please take a moment to log onto the new website and complete your online profile. As was discussed at our January Chapter meeting, this tool will help you network with others in our Chapter by having access to contact information and being able to identify the functional areas that each of us specialize in. **This directory will only be as beneficial as YOU make it – so make sure to take the time!**

If you have not yet renewed your membership for 2015, you will be able to do so on our new site, by following the prompts below:

Log on to [www.jayhawkshrm.org](http://www.jayhawkshrm.org) and use your User Name and Password to access the full website – which includes a “Member Only” section

- Click on the “**Members Only**” tab and then select the “**Membership Renewal Form**” link. This will advance you to a website that asks that you confirm various information about yourself – including your name, company name, job title, certifications, etc.
- Once you have fully populated these fields, enter in the captcha test field and click “**Submit**”.
- You will then advance to a page that allows you to select your membership level. To remit payment, click on the yellow “**Add to Cart**” button.

This will direct you to the PayPal website where online payments can be remitted.

If you would prefer to access a paper copy of our membership application, one can be found under the “About Us” tab under the menu heading “Join the Jayhawk Chapter of SHRM”. If you have difficulty locating this document, please contact Angela Fleming, VP of Membership at [membership@jayhawkshrm.org](mailto:membership@jayhawkshrm.org) for assistance. All paper applications can be remitted with payment to:

SHRM Jayhawk Chapter  
PO Box 442033  
Lawrence, KS 66044

## Chapter Sponsorship – “Silver, and Gold, and Diamonds--Oh My!”

I need your help.

You know those sales people whose job it is to contact HR professionals? They are precisely the people who we should invite to sponsor our SHRM meetings, newsletters and events. Once upon a time, an old prospector kept having rock slides block the entrance to his gold mine, and in his fury he would dump the rubble over the edge of a cliff. One day he discovered that there was silver in those rocks! Have you heard the term “Standing in your own acre of diamonds?” Perhaps it’s a stretch to call sales people an acre of diamonds, but if their goals can align with our goals—that would be good for everybody!

Please forward their emails or contact information to me—put “SHRM Sponsor” or something like that in the Subject line—and I will reach out to them. Send them to: [psteimle@jworld.com](mailto:psteimle@jworld.com)

Warm regards,



Peter Steimle  
Sponsorship - Jayhawk Chapter of SHRM

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## Thinking about Pursuing HR Certification?

You may be considering pursuing HR certification to add to your credentials. Effective 1/5/2015, you now have options regarding the source of your certification. Certification from the Human Resource Certification Institute (HRCI) continues to be available. HRCI was established in 1976. In addition, SHRM has decided to venture into the world of HR certification offering two levels of certification, SHRM-CP (Certified Professional) and SHRM-SCP (Senior Certified Professional). For those who currently possess HRCI certification, SHRM is extending the opportunity to obtain your initial SHRM certification at no additional expense. You will need to (1) document that your current certification is in good standing, (2) sign the Code of Ethics, and (3) complete a brief online tutorial focusing on HR competencies. You can go to [shrmcertification.org/pathway](http://shrmcertification.org/pathway) for details on how to add the new credentials. For those seeking new certification, details regarding the certification process can be found at [shrmcertification.org/2015](http://shrmcertification.org/2015).

For those seeking certification through HRCI, you can go to the HRCI website, [www.hrci.org](http://www.hrci.org), to access all of the information needed to work through the process of certification or recertification. This site is a very helpful resource regarding the certification process for HRCI.

The Jayhawk SHRM chapter will continue to seek to provide meaningful learning opportunities that can be used to earn recertification credits for either HRCI or SHRM. The Jayhawk SHRM chapter has been designated a preferred provider of Professional Development Credits (PDC's) that can be used for recertification of the SHRM-CP and SHRM-SCP.



Please contact Dennis Meier, Certification Chair if you have questions. Also, if you plan to prepare for the certification exams and would like to participate in a study group, let me know. I may be able to connect individuals preparing for like exams, either HRCI or SHRM.

## Financial Report

Current Assets: 3/31/15

CD's:		
91-Day (2/4/14)	\$	n/a
182-Day (3/6/15)	\$	5,140.29
12-months (5/13/15)	\$	8,483.88

Checking Account:	\$	8,055.41
Pay Pal Account	\$	492.13
Petty Cash:	\$	100.00

**Total:** \$ 22,271.71



Prepared by: Barry Kingery  
VP Of Finance  
[finance@jayhawkshrm.org](mailto:finance@jayhawkshrm.org)



**DON'T DELAY: The SHRM-CP/SHRM-SCP EXAM APPLICATION DEADLINE IS APRIL 17TH**

**Take the next step! Accelerate your career by earning the next-generation credential in the field of human resources—the SHRM-CP or SHRM-SCP!**

Apply for the Spring SHRM-CP and SHRM-SCP exam window before the **application deadline, April 17th!**

### 2015 SHRM-CP and SHRM-SCP APPLICATION FEE:

SHRM Member: \$300 (USD)

SHRM Nonmember: \$400 (USD)

**APPLY NOW**

[shrmcertification.org/apply](http://shrmcertification.org/apply) | [shrmcertification@shrm.org](mailto:shrmcertification@shrm.org)  
Phone US: 800.283-SHRM (7476) | Phone International: +1.703.548-3440

# SHRM Foundation Scholarships

## Certification Scholarships

Individual SHRM members may apply for this \$750 award to support their pursuit of professional certification. Funds may be used for any combination of test preparation—such as [SHRM Certification Preparation tools](#) and exam fees. In addition, SHRM chapters and state councils may apply for an award to support their certification preparation programs. Each scholarship is a one-time award; however previous applicants and past scholarship recipients are eligible to re-apply. Certification scholarships are awarded annually.

### Who is Eligible

To be considered for this scholarship:

#### *Individuals*

- You must have a current SHRM membership as of July 15, 2015. SHRM student members are not eligible for this program. (View scholarships for SHRM student members.)
- You must be preparing to sit for professional HR certification. Members who have already taken a certification exam in the 2015 calendar year are also eligible to apply.
- Employees or board members of SHRM or the SHRM Foundation or other SHRM affiliate (not including chapters), and members of their immediate family are not eligible to apply for SHRM Foundation grants, awards or scholarships.

#### *Chapters/State Councils*

- You must be applying on behalf of a SHRM chapter or state council in good standing. A SHRM member with a valid ID should complete the online application form.
- Your chapter/state must be conducting or planning to conduct a certification preparation program or some other type of broad effort to promote professional HR certification.
- Foundation scholarship funds may not be used to directly fund a state or chapter scholarship program.

### How to Apply

To apply for this scholarship, just complete and submit the online application using the link at the end of this section.

#### *Individuals*

The application includes contact information and a series of short answer questions about your volunteer experience and your career aspirations. You will also be asked to upload a current resume that includes your SHRM/SHRM Foundation volunteer experience, and one letter of reference. Reference letters should be addressed to the “SHRM Foundation Scholarship Review Committee” and should provide insight into your character, career and volunteer accomplishments, work ethic, values and need for the scholarship.

#### *Chapter/State Council Applicants*

The application will ask you provide contact information, and then describe the certification program for which you are seeking funding, current results for established programs, or anticipated results for new programs, the program budget and funding, as well as any awards and honors received by the chapter or state council.

## Selection Criteria

#### *Individuals*

Scholarship recipients will be selected on the strength of their work experience and their commitment to a career in human resources. Scholarship applications are reviewed and scored by groups of SHRM volunteers based on the following criteria. All decisions are final.

Continued on page 9

# SHRM Foundation Scholarships

continued from page 7

## Certification Scholarships

- 40% Work experience/progression (HR involvement & future career plans)
- 40% Volunteer activity (SHRM experience preferred, but not required)
- 20% Financial need

### *Chapters/State Councils*

- 50% Plan for use of funds: program depth, reach and impact.
- 30% Financial need.
- 20% Matching funds available.

Volunteer judging committees are formed in each of the five SHRM domestic regions to review the scholarship applications. Each region will award sixteen certification scholarships and four academic scholarships to members in their states, so applicants are competing only with other applicants in their own region.

Applicants selected for an award will be required to provide a Social Security number or tax ID prior to receiving their scholarship.

## Timeline

Applications must be completed and submitted online by July 15, 2015. All applicants will be notified of the scholarship results by October 20. Scholarship checks will be distributed by the end of the year, after receipt of tax ID.

## Apply for a Certification Scholarship



The **Susan R. Meisinger Fellowship for Graduate Study in HR** is a premier source of funding for first-time master's degree students in Human Resources. The award honors former SHRM President & CEO, Susan R. Meisinger, SPHR.

The fellowship is designed to support master's degree students who are either members of SHRM or certified HR professionals. Sponsored jointly by SHRM, the SHRM Foundation and the HR Certification Institute, the fellowship supports those who want to leverage significant past contributions to the HR management field and who plan to continue contributing to the profession by earning a master's degree in HR.

One winner is selected annually to receive a fellowship of up to \$10,000. Additional fellowships may be awarded, depending on funding available, quantity and quality of applicants, and the discretion of SHRM. Each fellowship is renewable for one additional year for a total of two years of graduate study and up to \$20,000 total for the fellowship. Doctoral students, including DBAs and Ph.D.s, are not eligible for this award.

## How to Apply

Download and complete the [application form](#), compile all required materials, then mail your completed application package to:

Meisinger Fellowship | SHRM Foundation Administrator | 1800 Duke Street, Alexandria, VA 22314 | (703) 535-6020

All required materials must be submitted together in one package. Applications will not be returned. **Completed applications must be received by Monday, August 17, 2015.** All applicants will be notified of results via mail by the first week of October 2015.

## DIVERSITY

The question of how to coach women whose voices are suppressed at work is not new—but the resurgence of interest in the topic may be.

Facebook Chief Operating Officer Sheryl Sandberg, in a January 2015 op-ed she co-wrote for the New York Times, reignited discussion about the tightrope women walk when they try to speak up at work—during meetings, to a boss or maybe just at a happy hour with colleagues.

In the Times piece, Sandberg wrote that when a woman speaks in a professional setting, “either she’s barely heard or she’s judged as too aggressive. When a man says virtually the same thing, heads nod in appreciation for his fine idea. As a result, women often decide that saying less is more.”

There’s plenty of research to support the argument that, even in this seemingly inclusive age, women, more than men, get mixed signals at work when they assert their ideas or opinions. If they are less than direct, solicit feedback from others or speak in a “feminine” manner—using a relatively high-pitched tone and ending declarations as if they were questions—their observations tend to be dismissed. But if they communicate in a traditionally “male” style, by being straightforward, authoritative and speaking commandingly, they risk alienating those who embrace a conventional view of how women “should” communicate, and can be seen as strident, pushy or bossy.

“Perhaps women speak up less about issues related to their own tasks, but are more likely to speak up on behalf of their colleagues,” wrote the authors of a 2010 Harvard Business Review article. “One other possibility is that women hold back just as often as men, but receive less credit for the ideas they actually propose. Thus, their assertiveness is not acknowledged and recognized as their colleagues share the success of their ideas.”

A February 2012 online article in the Administrative Science Quarterly argued that male U.S. senators with more tenure and leadership positions, having greater track records of legislation passed, spoke more on the U.S. Senate floor than their junior colleagues. But for female senators, the same accomplishments weren’t linked to significantly more speaking time.

The same research found that male executives who spoke more often than their peers were rewarded with 10 percent higher ratings of competence. When female executives spoke more than their peers, both men and women punished them with 14 percent lower ratings.

Sandberg’s co-author on the New York Times piece, Adam Grant, a professor at the Wharton School at the University of Pennsylvania, found similar patterns when studying a health care company and advising an international bank. When men suggested ideas that produced revenue, they got significantly higher performance evaluations. When women did the same, this didn’t improve their managers’ perception of their performance.

### What They Say, and How They Say It

Rob Bogosian, founder of RVB Associates, a consultancy that links management to business strategy, noted that many women tend to end sentences on an upbeat, as if they were asking a question rather than making a declaration. “It connotes tentativeness,” he said. “We suspect that’s why women at times have a hard time being heard.”

And it’s not just tonal quality that can hinder women. Often, it’s the phrases they use.

“Women tend to over explain, to be less direct, to use words that aren’t firm,” said Christine Casper, president at CM&M Inc., which works with organizations on communication and leadership excellence. “They care so much about relationships that they use feeling-based language. I may ask, ‘How do you feel about what I just said?’ while men in general don’t care for any of that. They say, ‘Tell me what this means. I’m trying to create results.’”

Stereotypes about how women should communicate are shaped “in our formative years by messages we get from parents, media and the interaction of our caregivers,” Bogosian said. “We carry that belief system forward. Now we’re in a work setting, and we have preconceived notions about acceptable male and female behavior, and when we see behavior that we can’t map back to those belief systems, we form judgments about whether it’s acceptable.”

Submitted by: Catherine S. Espinosa  
Diversity



**DIVERSITY**

Continued from page 10

**What to Do?**

Some, like Casper, believe that women benefit by communicating more like men: “Be brief, direct, very clear and do not over explain,” she advised. “Carry yourself with confidence, dress appropriately, sit up straight, make direct eye contact, and observe what you’re doing with your hands.”

Others, however, believe the workplace is enhanced by a woman’s tendency to speak in a collaborative style, and that the antidote to squelching their voices is not for them to speak like men, but for the workplace to recognize that a less assertive speaking style has its own benefits.

One solution is to increase the number of women in leadership roles. This way, people become more accustomed to women’s contributions and leadership, no matter what their communication styles. “With men occupying most executive positions, this would make it most difficult for women to speak up to the most senior managers,” observed the writers of the article in the *Harvard Business Review*.

Some employers have innovation tournaments during which workers submit suggestions and solutions to problems anonymously. The ideas are evaluated and the best plans are implemented, before anyone knows if the idea came from a man or woman.

Others invoke a “no-interruption” rule when employees are brainstorming or pitching. If someone does interrupt, “call it out,” Bogosian said.

Also, “It’s your responsibility to say, ‘You know, that sounds like what Joan offered 20 minutes ago, can we go back to Joan’s idea?’ That sends a message to the group, ‘Oh, we need to think about why we didn’t hear Joan in the first place,’ ” Bogosian added.

Managers can mentor the women they supervise, advising them on the benefits of asking for what they need to do their jobs effectively, to reach professional goals, and to negotiate for promotions, pay and work flexibility.

Finally, employers must create a workplace in which men and women are rewarded equally, such as ensuring that men and women receive comparable raises for comparable achievements.

Dana Wilkie is an online editor/manager for SHRM

Submitted by: Catherine S. Espinosa  
Diversity Chair

**Same-Sex Spouses to be Covered by FMLA as of March 27, 2015**

On February 25, 2015, the U.S. Department of Labor (DOL) finalized a new rule (which was published in the *Federal Register*) expanding protections under the Family and Medical Leave Act (FMLA) for same-sex married couples.

The FMLA provides 12 weeks of job-protected leave for eligible employees and can be used to care for a spouse with a serious health condition. Currently, same-sex couples qualify for such FMLA protection only if the state where they live recognizes their marriage. When the new rule takes effect on March 27, 2015, all married same-sex couples will be entitled to FMLA protection, regardless of whether their home state recognizes their marriage.

The new DOL regulation will redefine “spouse” to include “the other person with whom an individual entered into marriage as defined or recognized under State law for purposes of marriage in the State in which the marriage was entered into.” This means that a same-sex couple’s marriage must be lawfully recognized where it was performed—either abroad or in one of the 37 states that has legalized same-sex marriage—for the couple to be covered by the FMLA. It will no longer matter whether their marriage is legal where they reside.

Join us in Vegas at the

# SHRM 2015 ANNUAL CONFERENCE & EXPOSITION



REGISTER NOW >>>

Commit to getting the education  
you need to **THRIVE**

June 28 – July 1  
Las Vegas Convention Center  
Las Vegas

The SHRM Annual Conference & Exposition is the largest and best HR event in the world, providing your organization with the tools and resources you need to create and implement the successful HR practices that will ensure that your company will thrive.

You'll get the targeted strategies and practical take-aways that you need to achieve your personal and professional goals – from talent management to federal compliance to cutting-edge business strategies.

## FEATURING



**Marcus Buckingham**  
Founder, TMBC  
MONDAY, JUNE 29 | 8:30 a.m.

**Sheryl Sandberg**  
COO, Facebook  
TUESDAY, JUNE 30 | 8:30 a.m.

**Dr. Mehmet Oz**  
Surgeon, TV Host  
WEDNESDAY, JULY 1 | 8:30 a.m.

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