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# Special Report for HR Professionals

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## VETERANS HIRING KIT AVAILABLE ON LINE

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One of the most frustrating jobs in Human Resource management is identifying recruiting sources that will have a high percentage of successful new hires among candidates. One way to raise your retention rate and increase your employee performance success is to find a good match between the job skills required and those brought by your new employees.

U.S. military veterans are trained at the expense of Uncle Sam. They are taught how to act independently, and as part of a team. They possess all the skills found in civilian organizations. As a matter of fact, in some ways the military and its personnel are on the leading edge of skill deployment. Consider areas such as computer simulation, and computer-aided performance using GPS intelligence to assist with decision making.

Now, there is a new online Veterans Hiring Toolkit that will help civilian (<http://www.americasheroesatwork.gov/forEmployers/HiringToolkit>) employers who want to proactively recruit and hire Veterans but don't know where to start.

The kit contains information about the six key steps to successful hiring of military veterans.

- Step 1: Design a Strategy for Your Veterans Hiring Program
- Step 2: Create a Welcoming and Educated Workplace for Veterans
- Step 3: Actively Recruit Veterans, Wounded Warriors and Military Spouses
- Step 4: Hire Qualified Veterans and Learn How to Accommodate Wounded Warriors
- Step 5: Promote an Inclusive Workplace to Retain Your Veteran Employees
- Step 6: Keep Helpful Tools and Resources at Your Fingertips

Think about how you can lower your training costs by hiring someone already trained to do the work you have available. Looking for management candidates? Many former military personnel are already skilled managers.

Remember, it is legal to provide preferential hiring treatment to U.S. military veterans. It is also legal to provide preferential hiring treatment to disabled job candidates, including Wounded Warriors. There is no law that protects those who are not disabled or who are not veterans. You can move these folks to the front of the hiring que if you wish. Is your organization one that values these type of job candidates and new employees?

## WHAT IF YOUR BOSS REALLY IS A JERK?

By Bruce Tulgan

Have you ever had a boss who really was a complete jerk? Consider the seven most common jerk-boss scenarios:

**JERK BOSS SCENARIO #1.** The boss lets small problems slide, but comes down like a ton of bricks when a problem gets out of control.

What can you do?

Constantly search for small problems to solve and small improvements to make. Make problem-solving a regular part of your ongoing dialogue with this boss.

**JERK BOSS SCENARIO #2.** The boss imposes compulsive preferences on you even though there is no clear business reason.

What can you do?

Always work from a project plan with this boss, including a clear schedule of deliverables, all the specifications for each deliverable, and a step-by-step list of concrete actions. Then stick to the plan and stick to the rules.

**JERK BOSS SCENARIO #3.** Your boss treats you like a beck-and-call-assistant.

What can you do?

Use each interaction with this boss to get as many to-do items as possible up front all at once. Every time your boss gives you an assignment, try to keep the conversation going by asking, "OK. I've got that. Then what? Then what? Then what?"

**JERK BOSS SCENARIO #4.** The boss pretends things are up to you when they are not.

What can you do?

Every step of the way, force your boss to spell out every requirement and every expectation for every task, responsibility and project. Ask for checklists, examples, and work samples.

**JERK BOSS SCENARIO #5.** The boss doesn't keep track of your work.

What can you do?

Keep your boss informed every step of the way of exactly what you are doing, why you are doing it, how, where and when.

**JERK BOSS SCENARIO #6.** The boss soft-pedals his authority until something goes terribly wrong and then becomes authoritarian when there is a strong disagreement.

What can you do?

Keep turning the conversation to your concrete goals and deadlines; projects and work-plans; your performance and what you can improve.

**JERK BOSS SCENARIO #7.** The boss is intimidating, mean, or abusive.

What can you do?

Stay professional. Bite your tongue. Never raise your voice. Keep detailed notes about what the boss did and said. If it is ongoing abuse, get help from senior management or HR or EEO or legal.

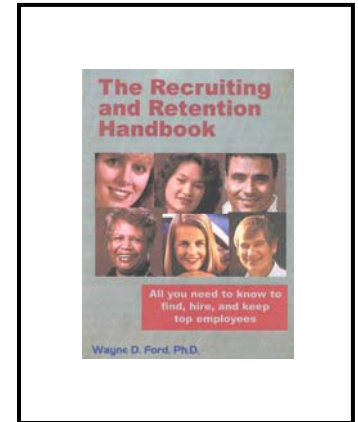
Even though it is usually uncomfortable, managing a boss who is a jerk can be done effectively.

Bruce Tulgan is an advisor to business leaders all over the world and a sought-after speaker and seminar leader. He is the founder of Rainmaker Thinking, Inc., a management training firm. You can reach him at [brucet@rainmakerthinking.com](mailto:brucet@rainmakerthinking.com) or [www.rainmakerthinking.com](http://www.rainmakerthinking.com)

## The Recruiting and Retention Handbook

Employers waste more money on recruiting and retention problems than they realize. If they could add a few thousand dollars to their profit and loss statement they might have a greater interest in the subject. This is the book that shows you how to do just that.

<http://www.management-advantage.com/products/RRHandbook.htm>



## POTPOURRI

- U.S. Census Bureau - 2010 EEO File**  
The Bureau has released its list of 2010 Census Occupation Codes. [www.census.gov/hhes/www/ioindex/ioindex.html](http://www.census.gov/hhes/www/ioindex/ioindex.html) The final code list for the next EEO file will not be produced until next year. The Bureau is using the 2010 ACS population counts for the next EEO file and will not have them available until next summer.
- ARB Rules that Hospitals with Tricare Contracts Fall Into OFCCP Jurisdiction**  
While exempt from affirmative action requirements if seeking Medicare reimbursements, acute care hospitals will probably no longer be exempt if they participate in the government's Tricare program for military personnel as subcontractors to the HMO. Time to pull out the calculator, sharpen the pencils and start computing all statistical reports needed for a current AAP.  
*ARB No. 08-048, ALJ Nos. 2007-OFC-1, 2 and 3 OFCCP v. UPMC Braddock*
- E-Verify Now Includes Photo Matching from Passports**  
The U.S. Citizenship and Immigration Services (USCIS) has announced the E-Verify program will link U.S. Passport photos to the system. Each passport used for I-9 verification will pop up a photo for employers to compare with the actual person. [www.uscis.gov](http://www.uscis.gov)
- Small Business At Huge Disadvantage In Federal Contracting**  
The U.S. Small Business Administration, told the Senate Small Business Committee the week of November 15<sup>th</sup> that it costs small businesses 36% more to comply with federal regulations.  
<http://news.cincinnati.com/article/20101122/BIZ/11220302/1055/NEWS/Small-businesses-at-staggering-disadvantage>

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## NEW CALIFORNIA EMPLOYMENT LAWS FOR 2011

California has concluded its deliberations and the Governor has signed three key laws for next year:

- Paid Leave for Organ & Bone Marrow Donations**  
*Michelle Maykin Memorial Donation Protection Act (SB 1304)* Private employers with 15 or more employees will be required to provide up to 30 days of paid leave per year for an organ donation in any one-year period, and up to five days of paid leave per year for a bone marrow donation.
- New Meal Period Exemptions**  
 New exemptions from meal period provisions otherwise applicable to nonexempt employees in construction occupations, commercial drivers, security officers, gas & electrical corporation employees and those in a publicly-owned local electric utility. (*AB 569*)
- UI Eligibility for Domestic Violence Victims**  
*AB 2364* provides for unemployment insurance benefits for employees who voluntarily left employment to protect their "family" from domestic violence. Formally, the law provided benefits only to workers who left due to protect their "children" from domestic violence abuse.

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