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# Special Report for HR Professionals

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## ENGAGE-TO-CHANGE<sup>SM</sup> STUDY RESULTS FROM MERIT RESOURCE GROUP

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Merit Resource Group, Inc. has released the first results in its on-going study titled, Engage-to-Change<sup>SM</sup>. There may be a few surprises for HR professionals within those details.

Most leaders and managers, who are responsible for implementing organizational change, experience the trials and tribulations of large-scale project work on a day-to-day basis. Over the past few years however we have become increasingly concerned (as the rate of change projects escalates dramatically in companies) that we see the same challenges and mistakes occurring over and over. Yet as external consultants we don't often have the leverage to make the significant enterprise-wide improvements that would greatly enhance organizational adaptability and the success of projects.

This research study was designed to test our experience and thinking about what we collectively believe "works", and add research rigor and statistical data to our recommendations to our clients on how to be more efficient and effective in large-scale change initiatives. This research has supported our hands-on, albeit subjective, thoughts and experience about what works, but has produced a number of fascinating and thought provoking insights.

In today's business world, organizations are innovating and changing constantly. Organizational change is driven primarily through large-scale projects, in ongoing waves of complexity. But most large-scale projects are not set up or resourced to adequately prepare organizations for change, whether these projects involve a new business process, a merger, acquisition or culture change.

Most often, an organization needs to have the change project deployed as rapidly as possible so the benefits can be realized. Even if organizational change management methods and practices are being utilized, the speed and urgency of these large-scale projects seldom allows for thorough organizational readiness.

For your own PDF copy of the initial study results go to <http://www.merithr.com/files/e2c.pdf> and if you would like to add your input to the mix, you can do that at <http://merit.engage-to-change-survey.sgizmo.com/s3/>.

## EMPLOYERS ARE NOT GULLIBLE WHEN IT COMES TO YOUR RESUME

By Bill Tate

Foolish fibs on a resume are considered full out lies in the employment world. A resume is no place for stretching the truth, especially when it becomes an employer's first impression, yet employers report seeing these things all the time. Human Resource Professionals must be willing to dig deeper to find the truth behind the claims.

Information about past employment dates, job titles, accomplishments, education and credentials are just some of the areas where people have falsified information on their resume or employment application. As a best practice, most companies conduct background checks, verify degrees and do much more to confirm the information on a resume. It only takes one falsehood to cause a resume to land in the discard pile. Accurate information is vital to securing employment, no matter the industry or position.

According to research conducted by the Society of Human Resource Management, 53 percent of individuals lie about a "fact" on their resume. In the same study, human resource managers asked college students about lying on a resume, and more than 70 percent said they would do it just to land their dream job.

As a leading background screening organization, HR Plus has noticed some common resume manipulations over the years. And in every case, honesty seems to have been abandoned.

- **Really, a CEO at 20?** – Tailoring past job titles and skills to meet prospective employer demands is all too common. Employers know that it takes certain experience and skills to be placed in a high-level position and typically someone is not going to become a CEO or President of a large organization overnight, even though Mark Zuckerberg may be an exception.
- **Making the Big Bucks** – According to a survey by Jobacle.com, 27 percent of people exaggerate about their current or past salary. Employers can verify this information simply by requesting past W2 statements as a condition of job offer.
- **Time Travel** – One of the most common forms of resume fraud is stretching employment dates to cover gaps in employment or to make years of experience match the employer's needs.
- **The University of Imagination** – Degrees, and even schools, have been fabricated on resumes. In fact, ADP did a review of over two million job applicants in 2001 and found a staggering 41 percent lied about their education in some form.

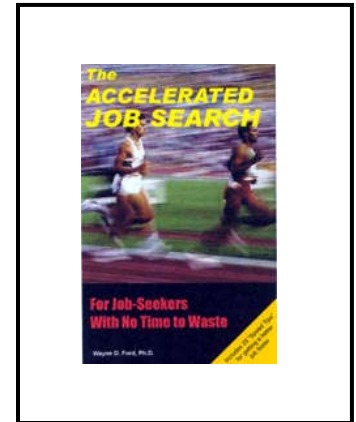
[Part 2 in next month's edition of *Special Report for HR Professionals*]

**Bill Tate** is the President of HR Plus. HR Plus, ([www.hrplus.com](http://www.hrplus.com)) offers comprehensive solutions for employment and background screening needs, including drug testing and fingerprinting.

## *The Accelerated Job Search*

Many people are looking for jobs today. If you are one of them and you want to get out in front of all the others, you need to read this book. It shares with you the techniques for landing that next position quickly.

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



## POTPOURRI

- **Comments Due on OFCCP Scheduling Letter Changes**

Federal contractors interested in having their opinions and experience taken into account by the Office of Management and Budget (OMB) concerning the OFCCP's Scheduling Letter approval request should have their responses to OMB by October 28, 2011. For more information, see the Federal Register, Volume 76, Number 188, Page 60083, September 28, 2011.

- **Congress Calls for More Debarments of Federal Contractors**

The Bureau of National Affairs, Inc. reports that both House and Senate oversight committee chairmen said on October 6, 2011 that federal agencies must step up debarments of poor contractors. A report by the Government Accountability Office (GAO) had earlier found few or no actions at some agencies. The GAO report "chose 10 agencies with more than \$1 billion in contract obligations in fiscal year 2009. It compared their number of procurement-related debarred and suspended cases from FY 2006-2010 and found six with none, including the Department of Health and Human Services, despite \$80.15 billion in contracts. Expanding the reasons for placing companies on the Excluded Parties List System (EPLS) might be one Congressional Response. The GAO report "analyzed the various codes used by agencies entering data into EPLS that specify the cause of the action and the effect of the listing to identify (1) suspension and debarment actions taken under the Federal Acquisition Regulation (FAR); (2) suspension and debarment actions taken under the Nonprocurement Common Rule (NCR), which covers grants and other assistance; and (3) other exclusions."

<http://www.gao.gov/new.items/d11739.pdf>



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## FORMER OFCCP REGION DIRECTOR SPEAKS AT NELI

Sandra Zeigler, former Region Director for the OFCCP Midwest Region in Chicago, spoke to the National Employment Law Institute (NELI) Affirmative Action Briefing on October 6, 2011 in San Francisco. She said that the Office of Federal Contract Compliance Programs (OFCCP) has ceased its inspection of employer I-9 Forms during on-site visits because the task "didn't resonate with the agency's worker protection objectives." Since that decision, the Department of Homeland Security (DHS) has consolidated I-9 inspections into one review organization.

"OFCCP," she said, "remains open to hearing contractor explanations about why they have done what they have done." And, inability to make those explanations is one of the contractor community's biggest problems. That highlights the need for improved contractor documentation about employment decisions.

Zeigler added that, "OFCCP has redirected its contractor outreach program to community groups, workers' rights groups and other similar organizations." Strategically, the agency is relying on press releases about contractor conciliation agreements to highlight remedies it is negotiating when it finds discrimination.

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