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WEATHERING THE ECONOMIC STORM IN NORTHEAST OHIO

LOCAL BUSINESSES NOT MAKING SIGNIFICANT HR CHANGES IN 2009

How is the current economy impacting human resource practices in Northeast Ohio? Most employers are “holding steady” and not making significant changes in regards to compensation, rewards, programs and staffing in 2009, according to a study of 168 local organizations conducted by ERC in December 2008.

Not quite half (49%) of respondents said their business performance was close to or better than targets and budgeted levels, yet few reported making any HR program changes. In fact, 20% said they plan to increase training and development programs in 2009. Almost 80% of respondents made no changes to their incentive and bonus projections for 2009.

The average predicted salary and wage increase is 3.1% and more than half of respondents have not made adjustments to their 2009 compensation projections. Twenty percent of organizations plan to offer no increase; however, this practice was more

common among manufacturing organizations than non-manufacturing organizations

Only 8% of respondents said they would be increasing their staffing levels in 2009. The majority of respondents said they plan to maintain or freeze their current staffing levels, while 38% said they either already had or were planning to reduce the size of their workforces. These respondents reported taking other steps prior to layoffs, including freezing hiring, letting go of temporary workers, reducing employee hours, freezing pay and offering voluntary layoffs.

The most common reason for reducing staffing levels is in response to declining profits or financials, although almost half of those surveyed report doing so in response to business forecasts, the national economy or restructuring.

The full survey results can be read online at ercnet.org/research/studies.asp.

MANAGING STRESS IN TOUGH FINANCIAL TIMES

It seems that every time we turn on the television these days we are bombarded with information about the banking crisis, falling housing prices, rising consumer debt and declining retail sales. All of these things bring up worries about the nation's economic health. It's no wonder that Americans as a whole are feeling additional stress and anxiety about their financial futures.

Money and the state of the economy are constantly on the minds of most of us. In fact, according to the American Psychological Association, money and the state of the economy are two of the top sources of stress for 80 percent of Americans. If you add in the plethora of headlines about closing businesses and job losses, many of us start to wonder if we can handle the financial crunch.

But this extra stress can be managed. Get through these tough times without being overtaken by stress:

Pause but don't panic. Despite the many negative stories in the newspaper and on television, don't give in to panic. Stay aware and informed, but don't get caught up in doom-and-gloom hype. That can lead to high levels of anxiety and bad decision making. Avoid the tendency to overreact or to become passive. Remain calm and stay focused.

Identify your financial stressors and make a plan. Take a hard look at your personal financial situation and determine what causes you stress. Write down specific ways you and your family can reduce expenses or manage your finances more efficiently. Then commit to a specific plan and review it regularly. Although this can be anxiety-provoking in the short term, putting things down on paper and committing to a plan can reduce stress. If you are having trouble paying bills or staying on top of debt, reach out for help by calling your bank, utilities or credit card company. Avoid taking on unnecessary expenses.

Turn these challenging times into opportunities for real growth and change. Times like this, while difficult, can offer opportunities to take stock of your current situation and make needed changes. Think of ways that these economic challenges can motivate you to find healthier ways to deal with stress. Try taking a walk—it's an inexpensive way to get good exercise.



Having dinner at home with your family may not only save you money, but help bring you closer together. Consider learning a new skill. Take a course through the Department of Human Resources or Kelvin Smith's CASE LEARNS, or look into low-cost resources in your community. If it's feasible, consider taking on a part time job to earn extra income that you can use to pay down debt or save for a rainy day. The key is to use this time to think outside the box and try new ways of managing your life.

Ask for professional support. Credit counseling services and financial planners are available to help you take control of your money situation. If you are enrolled in the University's Plan C program, you can schedule an appointment with a TIAA-CREF or Vanguard representative.

Recognize how you deal with stress related to money. In tough economic times, some people are more likely to relieve stress by turning to unhealthy activities like smoking, drinking, gambling, emotional eating or binge shopping. Be alert to these behaviors—if they are causing you trouble, consider seeking help from a psychologist or community mental health clinic before the problem escalates. The strain can also lead to more conflict and arguments between partners. A mental health professional can help you address the emotions behind your underlying financial worries, manage stress and change unhealthy behaviors. You may also take advantage of your University benefits by using the EASE (Employee Assistance Service) program. (For more information, see article on page 6.) They may be reached at (216) 241-3273.

Partially adapted from the American Psychological Association's Help Center.

BUDGETING TIPS

Taking control of your finances and household budget is becoming even more important during today's economy. The simple act of identifying your expenses is extremely valuable. However, tracking expenses should be more than just looking in your "rearview mirror" for information. You have to learn to look ahead and see what is coming, too.

- Distinguish between needs (necessary to sustain shelter, food, clothing and transportation) and wants (enhance or improve family life).
- Make impulse buying difficult by leaving your checkbook and credit cards at home.
- Shop around and compare home and auto insurance. Think about raising your deductibles. Ask about low mileage discounts.
- Clip and use coupons for national brand items and consider store brands or generics. Stock up on frequently used items when on sale.
- Make savings an "expense" item. The University offers direct deposit into more than one account to make it easy to set aside money.
- Make debt repayment an "expense" item (seek credit counseling if needed).
- Have some fun money for each family member or budget for a fun item (e.g., a vacation or toy).
- Avoid over-itemizing your budget and making too many "expense" categories.
- Don't divide couple's paychecks functionally. It may be necessary to pool your resources.
- Use an interest-bearing checking account if possible.
- Create an "expense" item to pay off credit card balances and pay off the highest interest rate cards first. Consider transferring existing balances to a new card with a promotional rate with 0% interest for a year; check that there is no balance transfer fee first.
- Try not to use credit cards again until the balance is paid off.
- Seek a gas company card to decrease your gas expenses.
- After a loan is paid off, keep paying the loan amount to yourself (make a vacation fund or next car fund).
- Set aside money monthly for bills that are due quarterly, semi-annually or yearly.
- Review your budget at least once a month when reconciling your checking statement.
- Ask utilities or banks to change due dates of bills to make your work easier.

Partially adopted from "BudgetYes! 21st Century Solutions for Taking Control of Your Money Now!" and the Office of Undergraduate Admissions.

INTERVIEWING FOR HIGH IMPACT



These days the Employment Office is receiving more and more resumes for our open positions. Applicants are expressing that they have lost their jobs or have a fear of losing their job during the hard economic conditions facing Northeast Ohio.

EMPLOYEE SPOTLIGHT

In an effort to support campus employee recognition efforts, we would like to provide the campus community with the opportunity to recognize deserving colleagues, supervisors and employees in HRQ.

To nominate someone, please send an email to erica.merritt@case.edu containing the following information: Employee's name, division/school, two or three sentences about the person's extraordinary performance and your name.

With all these qualified resumes, how can you, as a hiring manager, choose the best one? The answer is getting the most out of a high impact interview.

Unfortunately, interviewing may be one of the least favorite activities that a hiring manager needs to undertake. One of the most common reasons is that managers are already very busy and the interview process seems to get in the way of accomplishing other critical priorities. So for some people the interview is a necessary evil.

Yet the negative affects from a bad hiring decision are dramatic. A bad hire can impact the day-to-day activities of the department, resulting in inconsistent and poor customer service. They can hinder a department or team's ability to achieve goals or objectives. They also can lead to low workplace morale or frustration among coworkers.

Hiring the right person for the right job is a crucial management decision, because the alternative can create havoc on your operations.

As a hiring department, you strive to gain the most value or information out of the interview process. Make your interview impactful:

- Be prepared for the interview and design interview questions that generate answers describing the applicants' behaviors, skills and abilities.
- Be in control and set the tone for the interview. The interview should feel like a friendly conversation, not a police interrogation.
- Be mindful of discriminatory or potentially illegal questions and avoid them. The interview questions should relate to the job.
- Gather as much job-related information on candidates for the purpose of evaluating the quality of work experience, skills and abilities to successfully perform the job.
- Close the interview by describing the next steps and thanking the candidate.
- Take clear, concise notes immediately following the interview to help you remember the candidates.

The Employment Office realizes the importance of the interview and wants to help you. Please contact your recruiter if you would like information or help in designing legal, behavioral-based interview questions. Call the Employment Office at (216) 368-6964.

KELLY SERVICES ASSISTS WITH STAFFING NEEDS

Increasing unemployment and slowing economic trends have created a storm of uncertainty for organizations everywhere, and many are hesitant to hire the staff they need. Those that do find that hiring and retaining a qualified staff can be a demanding and exhaustive task.

When you're in charge of running a fast-paced department, who has the time to recruit new employees, review endless piles of resumes and conduct interviews? Today, there are more job seekers than jobs; this means you could receive hundreds of resumes for one job opening. Given an already hectic schedule, Case Western Reserve University managers must find ways to maximize their time.

Luckily, there is a solution. Case Western Reserve has formed a partnership with Kelly Services, a leader in human resource solutions, to administer the placement of temporary workers at Case Western Reserve.

Kelly Services assigns professional and technical employees in the fields of finance and accounting, creative services, education, engineering, information technology, law, science and health care. Kelly is the world's largest scientific staffing provider and ranks among the leaders in IT, engineering and financial staffing.

At Case Western Reserve, Kelly specializes in finding and placing qualified employees on a temporary, temporary-to-hire and direct-hire basis, giving the University a full range of money- and time-saving staffing options. Kelly Services staff can work with you to solve your staffing challenges and offers the following services to the University:

- Scientific staff support (laboratory staff, medical clinical and bloodborne pathogen)
- Professional staff support (accounting/finance and healthcare)

- Technical staff support (IT, engineering and industrial)
- Office staff support (clerical, medical clerical)

Kelly Services handles the entire process, including:

- Advertising and recruiting
- Screening and interviewing
- Reference and licensure verification
- Testing and training
- Background screening (optional)
- Human resource and administrative obligations

Kelly also offers benefits and benefits administration to their employees as part of the package, thus removing this burden from Case Western Reserve. Using Kelly Services to supplement staffing levels gives you the opportunity to spend more time on other tasks and less time and money searching for personnel.

For more information about this program contact, Lori Lange at (216) 368-4506 or visit case.edu/finadmin/humres/employment/temporary.html.



CAPS PROGRAM

The Office of Finance and Administration, in partnership with the ERP Project, recently introduced a certification program, Case Western Reserve University's Administrative Professional Series (CAPS). Currently in its pilot stage, the program blends University financial policy with procedure and is composed of 15 courses. Courses include the ABC's of Financials at Case, Running and Interpreting Financials Reports, Interpersonal Communication I & II, Purchasing at Case from A to Z and Proposal to Award – Pre-Award Services.

For more information, please visit the CAPS Website at case.edu/training or email training@case.edu

TAKE CHARGE OF YOUR CAREER

Many of us would like to grow in our current roles or develop ourselves for promotional opportunities, yet we are unsure where to begin. While the best managers support their staffs' growth and development, the responsibility lies with both the supervisor and the employee. Remember ultimately your career belongs to you. To get started, there are a few questions you should answer:

Do you have a written plan?

Does your plan have a time line?

Do you review your plan on at least a monthly basis?

Have you shared your plans with someone you trust?

In order to get to the next level, it is necessary to have an idea of where you would like to go and, as an employee at Case Western Reserve University, you have lots of resources at your fingertips. If you need to return to school in order to achieve your goals, you can utilize your tuition benefits. If you wish to sharpen your skills, you can attend workshops offered through Human Resources or Kelvin Smith Library's Case Learns program. No one becomes a success all on his or her own, so you should create a support network.

For additional resources, please contact Erica Merritt, Director of Employee Education, Training and Development at erica.merritt@case.edu.

Here are a few ideas to get you started:

- Seek out a mentor
- Have a role model
- Utilize a skills coach
- Study and train on your own
- Join a professional organization
- Volunteer on projects that provide valuable experience
- Build strong relationships with departmental/organizational leadership

EMPLOYEE ASSISTANCE SERVICE (EASE)

In today's world, we all are faced with challenges both at work and at home that can be better managed when we obtain the services of a professional to assist us. The University is pleased to offer an important benefit as an investment in you and your family's health and well being.

Employee Assistance Service (EASE) is a voluntary, private and confidential program provided through the Center for Families and Children. This service provides counseling and community resources for benefits-eligible employees and family members to help identify problems and develop plans for resolution.

EASE utilizes the services of more than 40 licensed, credentialed counseling professionals including psychiatrists, psychologists, social workers and other trained counselors in more than 30 Northeast Ohio locations. In addition, EASE has a national counseling network with several hundred providers and a wealth of resources. Concerns may include:

- Personal issues
- Depression
- Anxiety
- Marital matters

- Divorce adjustment and options
- Chemical dependency and abuse
- Parenting issues
- Work-related stress
- Legal and financial questions
- Eldercare resources
- Childcare resources

To use the EASE Program, simply call (216) 241-3273 or (800) 521-3273. Your call will be immediately directed to counseling professionals. EASE staff and professionals are available and answer calls 24 hours a day, 7 days a week.



HR NOTES

RETIREMENT COUNSELING

TIAA-CREF Individual Retirement Counseling Sessions (reservations required)

May 6, 7, 13, 14 and 15

8 a.m. to 5 p.m.

To schedule an appointment to meet with an individual consultant, please contact Kay Fulk at (877) 209-3138 or register online at tiaa-cref.org.

Vanguard Individual Retirement Counseling Sessions (reservations required)

May 12 and 13

8 a.m. to 5 p.m.

353 Adelbert Hall

To schedule a one-on-one meeting, call (800) 662-0106, ext. 14500, or register online at meetvanguard.com.

PAYROLL CUTOFFS

Enter payment requests into HCM by 5 p.m. on May 6 for semimonthly cutoff and May 19 for monthly cutoff.

Submit all other payroll documents to the Records Office, 220 Crawford, by 10 a.m. May 6 for semimonthly cutoff and May 19 for monthly cutoff.

Enter payment requests into HCM by 5 p.m. on June 4 for semimonthly cutoff and June 19 for monthly cutoff.

Submit all other payroll documents to the Records Office, 220 Crawford, by 10 a.m. June 4 for semimonthly cutoff and June 19 for monthly cutoff.

STAFF AWARDS

A brunch will be held this year to recognize employees with 10 and 25 years of service to the University and to honor the recipients of the President's Award for Distinguished Service. This year's awards brunch will be held from 10 a.m. to noon on Wednesday, June 10, 2009, in Thwing Center Excelsior Ballroom.

TUITION WAIVER

Certification forms are accepted in the Benefits Office as follows:

Summer semester will be accepted June 1–July 1

Fall semester will be accepted August 1–September 30

Spring semester will be accepted January 2–February 28

Please read the general requirements and information before completing and printing any of the linked forms at our Web site:

case.edu/finadmin/humres/benefits/twinfo.html

If you are new to the University, you may want to read the registration procedures for staff members at the registrar's Web site at case.edu/provost/registrar/registrar.html. Please note that registration procedures for courses in the schools of Dentistry, Nursing, Management, Law, Applied Social Sciences and Medicine may differ. Contact the individual school for specific information.

PARTY ON THE QUAD

Party on the Quad has something for everyone — lots of good food, contests and prizes, raffle drawings, music with a DJ and karaoke! This year's party will be held on Friday, July 24, 2009, from 3 to 6 p.m. on the main quad. Staff, faculty and students are invited. Remember, you must have your Case Western Reserve ID for the food line. Enjoy the festivities!

The Employment Office and the Office of Employee Education, Training and Development at Case Western Reserve University coordinated this issue of *HRQuarterly*.

STAFF EMPLOYMENT

The Employment Office is responsible for administering the employment process of Case Western Reserve staff (i.e., non-faculty) employees; fulfilling the staff employment needs by committing to and complying with all federal and state statutes enforced by the Equal Employment Opportunity Commission and the U.S. Department of Labor; following outlined hiring procedures for the purpose of serving in the best interest of the University and providing a high quality, professional service to its community; and maintaining the strictest of confidentiality with the University, its employees and applicants.

Karma Topor, Director	368-4445
JuWanda Rowell, Assistant	368-4504
Cynthia Davy, Receptionist	368-6964
Gayle Musiek, Recruiter	368-1497
Deidra Davis, Recruiter	368-8563
Jill Gravel, Recruiter	368-3935
Joseph Camino, Recruiting Assistant	368-4505
Elaine Barney, Employment & Compensation Coordinator	368-6018
Location: Crawford Hall, Room 304	

EMPLOYEE EDUCATION, TRAINING AND DEVELOPMENT

The Employee Education, Training and Development Unit (EETD) is committed to providing educational outreach to all University employees. EETD's overall goal is to improve employee performance. To that end, we provide ongoing personal and professional development opportunities through supervisory education/training, employee education/training and lunch-time learning sessions. We also are available to design and facilitate customized training programs/workshops and staff retreats by request. EETD plays an integral role in providing supervisors and employees with competencies that positively impact the effectiveness, productivity and overall culture of the campus.

STAFF

Erica Merritt, Director	368-4786
Location: Crawford Hall, Room 213	

IDEAS FOR REWARDING AND RECOGNIZING STAFF

In tough economic times, it is more important than ever to find creative and affordable ways to reward and recognize your staff. We are often faced with requiring employees to do more work with fewer resources. Recognition is one way that you can maintain high morale and improve the climate in your department or area. While we often believe that increases in salary are the most effective method of rewarding employees, studies on employee satisfaction and engagement tell a very different tale. Almost 95% of people who report the highest morale at work agree that their managers are effective at recognition. Here are just a few examples of affordable and creative ways to recognize your staff:



- Write a thank-you letter/email
 - Treat an employee to lunch or coffee/tea
 - Select one day each month as Employee Appreciation Day and provide snacks
 - Treat the team to a pizza party
 - Give an office “life saver” a bag of Life Savers candies
 - Include team members in decision making
 - Update area message boards to display public recognition
 - Create fun computerized certificates
- Set up a flip chart in a common area to record “thank you” announcements
 - Give a long lunch pass



CASE WESTERN RESERVE
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Department of Human Resources
Cleveland, Ohio 44106-7047