



# alstin answers

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## H.R. News Highlights



### Study: Workplace Rudeness is Contagious

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This month's lead article comes from our friends at [staffing.org](#), a data-driven organization that helps corporate staffing departments become more efficient and aligned with corporate strategies and objectives.

Despite a desire to create a more proactive approach in the recruiting process, with many companies it remains just that—a desire. However, a way to reinvigorate the process is to develop talent pipelines regardless of what reqs are open at any given time. Writer David Earle from [staffing.org](#) outlines how this method would work from a communication perspective, the key to how it would all work. If the article piques your interest, be sure to check out their website ([www.staffing.org](#)) for more on the subject. It makes for very interesting reading.

### How CRM-based Recruiting Works *By David Earle*

In [Staffing.org's](#) July 27th Weekly Research UPDATE we suggested how a CRM (Customer/Candidate Relationship Management)-based approach to corporate staffing would reinvigorate the process-centered, requisition-driven function that has been running in place statistically over the past decade, despite huge changes in the job marketplace. We listed 10 reasons related not only to better business outcomes but also to a better quality of life for recruiters.

Taking one part of the analysis a step further, let's look at the CRM model from the perspective of communication. Communication is the foundation of a good hire. Insufficient communication carries multiple penalties, ranging from wasted effort in the hiring process to the costs of underperformance and early departure. Ample communication on the other hand permits more extensive due diligence by both parties, increasing the odds for a happy, productive, long-term relationship. It also supplies the qualitative information that automated systems cannot provide. Today's recruiting technology does a moderately good job of parsing the hard, factual data in a resume, but it cannot handle soft, behavioral data. Programmers today aren't even close to programming a chip that can compete with a human in selecting the best candidate from among 10 with similar paper credentials.

Today's time-constrained, requisition-driven staffing process severely curtails communication. For example, below, it only allows for a couple of weeks to establish preliminary contact with 10 likely candidates, then two more weeks to make definitive judgments on five of them. Multiply this vetting process by the number of open requisitions in the average recruiter's portfolio and you have a system that can only work by using shortcuts – i.e., limiting

communication to what is doable rather than desirable.

Communication with candidates drives the success of a CRM-based recruiting system. Candidates enter the system through all the traditional channels, using a hub and spoke process where all spokes lead to the corporate job site, which is also the communication center. But instead of disappearing into a static database where they may or may not ever resurface, candidates enter an extensive, easy-to-use, attractive recruiting center. Here they can browse for both corporate and job-specific information while asking to be placed in a communication process tailored to their specific needs and status.

The front end of the system is mostly automated and self-service simply because the numbers can be quite large. Candidates access a robust library of static and interactive materials designed to answer the majority, if not all, of their preliminary queries. (By robust we mean significantly better than what appears on 80% of today's corporate job sites.) Such automated communication is perfectly acceptable to today's Internet-savvy candidates so long as it meets best practice standards of quality, presentation and usability that they have come to expect.

A well-developed, CRM-based recruiting system has the same stages as the traditional system – sourcing, selecting, interviewing, and hiring, with the major differences occurring in the first two.

### Sourcing

CRM sourcing is not requisition driven. It is continuous, anonymous, extremely user-friendly, and available to any candidate who chooses to participate. There are few if any barriers - such as the infamous candidate registration form - to examining detailed information, both company-related and job-related. Candidates provide personal information only when they feel ready. In this stage, they can use self-assessments, benchmarks, or tests to gauge their competitiveness and to de-select themselves instead of cluttering up the system. Candidates may remain in this stage as long as they wish, perhaps for only a few hours if highly motivated and active, or for many months if they are early stage and passive. Candidates leave this stage when they formally register their credentials and ask for additional contact.

### Selection

This is where the CRM process departs most radically from the traditional system. The purpose here is to replace the rushed, truncated, superficial matchmaking process with a more careful, gradual, thorough process that produces better and more consistent outcomes. This is accomplished by building relationships with a significant pool of interested, pre-vetted candidates that can be tapped quickly for jobs as they arise. In this process time is the ally, not the obstacle.

At its core, this is recruiting by design rather than by demand, enabled by technology that allows recruiters to create and maintain active personal relationships with a large number of individual candidates on a customized basis.

Information sharing is the name of the game. All the traditional tools such as newsletters, announcements, press releases, and job notices are available, along with all the newer Web 2.0 social media tools (which are especially useful in the CRM model).

The pool functions like a community, interactive and dynamic, the antithesis of the static, traditional resume database. A small company of 500 employees might have an active community of 50-100 people in various stages of discussion, managed by a single recruiter. A company of 5000 employees might have 1000. The large number of engaged candidates, coupled with the astonishing viral capabilities of social media, creates a multiplier effect that expands the actively managed candidate pool. A successful CRM-based recruiting system, well supported by the employee base and an engaged candidate pool, provides the professional recruiter with a large and potent support group of adjunct recruiters. Hires from the pool, which includes internal transfers and referrals, can fill 50-75% of all openings in a medium-to-large company and more in a small one.

### Summary

Is the CRM model proven and practical? Yes, it is. Experienced recruiters, particularly those working with hard-to-find and executive candidates, already use variants of the CRM process.

Can the CRM system be adapted to high volume hiring requirements in a large company? Probably not for all positions

and certainly not all at once. But it can begin with upper level and specialty positions where quality is important and recruiting lead times are already long. A well-implemented CRM system will make traditional systems more efficient by making more good candidates more available more quickly. And it is absolutely the preferred model for companies wishing to move toward a more strategic, long-term recruiting orientation.

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## Arena Football League Shut Down Indefinitely

The Philadelphia Soul's reign as the defending Arena Football League champion is going to continue for even longer. The AFL announced it has shut down indefinitely. The league's last season was 2008 when the Philadelphia Soul, owned by local businessman Craig Spencer and rock star Jon Bon Jovi, won the indoor football league's ArenaBowl. The Soul joined the AFL in 2004.

The AFL called off the 2009 season, saying it was restructuring and intended to resume play in 2010.

Recently the league issued a statement to AFL teams saying the league suspended operations indefinitely after its board was "unable to reach any consensus on restructuring the league over the past eight months." No word on whether Jon Bon Jovi will make good on his promise to hold a free concert in Philadelphia to celebrate the Soul's 2008 championship. (*Philadelphia Business Journal*, 8/6/2009)

## No NJ Transit Increases

NJ Transit riders will escape fare increases for a second consecutive year under the operating budget and capital program for fiscal 2010. NJ Transit's board of directors approved a \$1.79 billion operating budget and \$1.39 billion capital program for the fiscal year. The operating budget contains \$62 million less in state operating assistance, a reduction which was made to help the state balance its budget. The capital program includes \$178 million for state-of-good repair projects for rail, bus and light rail and \$198 million to advance the Mass Transit Tunnel project, which would provide a new rail tunnel under the Hudson River connecting the state with New York. (*Philadelphia Business Journal*, 7/31/2009)



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## Study: Workplace Rudeness is Contagious

If a smile can be contagious, it only stands to reason that rudeness can be, too. A new University of Florida study found that even those who are not the target of a co-worker's bad behavior can still suffer its ill effects. Simply observing discourteous behavior erodes fellow employees' ability to think creatively, solve problems, be good team players and even goes so far as to make them harbor deep, dark and destructive thoughts, said Amir Erez, a University of Florida management professor.

The study, conducted by Erez and Christine Porath, a management professor at the University of Southern California, appears in the journal *Organizational Behavior and Human Decision Processes*. "Managers should be very concerned because the negative consequences of rudeness on the job are not limited to the person who happens to be the victim," Erez said. "If five other people are watching, the effects are going to spill over into the rest of the organization." For example, a worker who witnesses rudeness may be less likely to help co-workers, and an increase in workplace incivility affects the bottom line by lowering productivity, Erez said.

The study set up scenarios of rude workplace behavior. Compared to the control group, the students who witnessed someone being treated rudely were not only less willing to volunteer for another study, but also solved fewer anagrams, recalled less information and found less creative uses for a brick. Many even showed destructive tendencies, misspelling the anagram "demure" as "murder" and stating that a brick could be used as a weapon to "kill people," "beat people up," "trip someone" and "throw through a window." (*Philadelphia Business Journal*, 7/30/2009)

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## Ready or Not, Here it Comes

Eileen Shue, SPHR, is ready for the flu season. Shue is vice president of corporate resources for The Sterling Group, a property management company that builds and develops apartment communities and self-storage facilities. With a headquarters office, more than 60 locations in five states and expansions are planned, "I'm looking at corporate employees and people in the field and our residents," Shue said. "And we have almost 5,000 [apartment] units—that's a lot of families."

The upcoming flu season could put Shue's pandemic response plan for The Sterling Group to the test. The novel H1N1 (swine) flu strain is expected to spread quickly among children going back to school and among young adults. People caring for sick family members are being advised to stay home. As much as 40 percent of the workforce in the United States could be away from the job during the height of the flu season.

"I've been focused on how to keep employees healthy and our operations going, and then, even if we've done everything we can, someone brings the virus in," Shue said. Shue's pandemic response plan depends on prevention, she said: emphasizing hand-washing, not coming to work when sick, and providing antiseptic hand gel and wipes to clean office equipment. Her employer offers flu vaccines at the corporate office and encourages employees in the field to get the vaccine. Once the H1N1 vaccine is available, they'll offer that as well, she said.

"We are preparing for an H1N1 vaccination campaign," the CDC web site stated July 30, 2009. "We are making every effort to have a safe and effective H1N1 vaccine available for distribution as soon as mid-October, but it is possible, even probable, that epidemics may begin in different parts of the country before then. This makes prevention even more critical."

Employers can encourage their workers to get the vaccine by offering incentives, said Henry Albrecht, CEO of Limeade, a wellness company that uses technology to challenge employees to make better health choices. Incentives should be based on the company's culture and what it can afford, Albrecht said.

"An afternoon off, points toward a raffle, an Amazon gift card . . . If it's a serious enough issue where people's lives are at risk, the company should take a look at strong incentives, such as cash on the spot or health insurance premium reimbursement," he said. "The HR team is constantly busy and can live in a fire-drill world," Albrecht added. "This would be the biggest, loudest fire drill in a while."

Shue also is the head of the Michiana SHRM chapter's business continuity committee and has developed ties to the local Red Cross and health department. Using those contacts, she has put together caregiver guidelines and recommendations for employees who may need to take care of ill family members. To encourage employees to stay home and prevent the spread of the disease, the company has added five days to each employee's paid-time-off bank, Shue said. "Children are expected to be ill for eight days, and adults for 14. People will be home because daycare centers and schools will be closed," Shue said.

A disaster recovery plan is in place for continuing corporate office operations, payroll and vendor services. Shue has an inventory of who at the corporate office has a laptop and can work from home, as well as a secure network remote employees can use. Once she gets the word from the local public health department that the flu has hit South Bend, Ind.—or any of the other locations where The Sterling Group has operations—Shue will put the plan to work, e-mailing employees and utilizing WebEx so that employees can ask questions. (*SHRM HR Week, 8/10/2009*)

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## **Sick Kids Add to Workplace Anxiety**

Even in a strong economy, long-term care for a seriously ill or disabled loved one adds an increased burden on the mental and physical health of an employee, according to a recent study. In the current recessionary climate, that stress for such an employee is compounded by fears about job stability and the potential for layoffs, particularly when an employee is dependent on employer-provided health benefits. And as anxiety mounts on the worker, the employer may lose a productive employee to increased absenteeism or presenteeism, as he or she is too stressed to perform the job adequately.

The study was conducted by the University of Wisconsin School of Medicine and Public Health, based in Madison, Wis. Funded by the National Institute of Child Health and Human Development, researchers examined data of nearly 19,000 working parents nationally, from 1996 to 2005. Of those surveyed, 15.6 percent have children who are affected by conditions such as autism, diabetes and asthma, as well as temporary conditions such as a broken leg. The results of the study were recently published in the journal *Academic Pediatrics*.

Whitney P. Witt, the author of the article and the lead researcher, says she and her staff were surprised at "the magnitude of the effects on parents' health and mental health," as they handled stress associated with caring for a sick child. "Those caring for children with ongoing limitations were more than three times as likely to report having recently missed time at work, than parents of children without limitations," she says. Among the parents who were employed full time, parents of children with activity limitations had a significantly higher mean number of lost workdays than did parents of children without limitations (0.60 versus 0.29 days, respectively), according to the study.

The study also found the parents of children with activity limitations had the highest frequency of reporting their physical or mental-health status as fair or poor, 17.1 percent and 11.8 percent, respectively, compared to parents of children with no limitations, 7.0 percent and 3.8 percent, respectively. In addition, Witt says, employers that aren't sensitive to providing time off for such parents can also be affected by an underperforming employee.

"I think it's an important [issue] for employers, because if [parents] are worrying about their children and the care of their children while they're at work because they're not able to take time off, then that's something that I think employers really need to take a good look at, because they may not be getting the best out of their employees," she says. Witt says the study didn't assess whether employees were reluctant to take time off because of fears that doing so would affect their employment, though she says she suspects that is the case with some employees. She adds that the current economy adds further stress, particularly for those employees who may feel reluctant to take needed time to care for loved ones.

Karen McLeese, vice president of employee benefit regulatory affairs for CBIZ, a national supplier of business services headquartered in Cleveland, says she frequently counsels employers about the need to comply with FMLA and other paid-time-off regulations.

Beyond necessary compliance, however, she also advises employers to consider the quality of an employee's work as a benefit of taking paid time off, she says. "I like to have a discussion with them about doing the right thing, and I mean that very broadly," McLeese says. "I don't mean that employers want to do the wrong thing, but there is a rationale sometimes why it's a good idea not to be resistant to people taking the leave they need. "At the end of the day, it may benefit them, because they retain good, quality

people," she says.

While some employers offer "no more, no less" than total compliance with FMLA and other time-off regulations, other organizations try to accommodate employees' needs by offering generous paid-time-off benefits or flexible-work arrangements, she says.

The FMLA isn't the only solution for employees who need to take time to care for a loved one, Witt says.

Alternative benefits, such as back-up care or respite care, which can provide in-home support, are provided by some employers, and can help relieve stressed out parents, she says. Flex-time arrangements or telecommuting can also help to balance productivity with caring for a sick or disabled family member. But, even when these programs are in place, employees have to know they can take the time, says Witt.

"What this study shows us is that people are not necessarily able to take advantage of [time-off programs], for whatever reason," she says. "It may be because they don't have paid time off and so they can't afford to do it, or they may risk losing their benefits altogether, which for these families, is extremely important." (*HREOnline.com News & Analysis, 8/11/2009*)

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## **Employers Turn to Third-Party Administrators to Reduce Health Care Costs**

Even the nation's sour economy has added a new step to the tango of self-insured employers and third-party administrators handling their medical claims. Employers still want a partner that provides first-rate claims administration and customer service, and many require TPAs to provide sophisticated data-mining tools and care management programs. But experts say employers' efforts to stretch available dollars are keeping TPAs on their toes.

"All employers today, I think pretty much without exception, are trying to figure out ways to save money," says James L. Rivetts, president of JLR & Associates, a health care insurance services firm in North Bend, Washington. Whatever they can do, whether it's shifting more costs to their employees or assuming more risk, "that's exactly what they're going to do," he says.

For self-funded employers, the business of medical claims administration is fairly competitive and the scope of services offered continues to expand to meet marketplace demands, experts say. "I think that the TPA market offers a broad range of services . . . that can meet most employers' expectations," says Dan Priga, a principal in Pittsburgh for Mercer.

Self-funding health care benefits remains a popular option among large corporations, according to Mercer's National Survey of Employer-Sponsored Health Plans. For large employers with more than 500 employees, self-funded health care plans remain fairly stable, with 68 percent self-funding health care coverage in 2003 and 66 percent still doing so last year, according to Mercer.

Among small employers with 10 to 499 employees, the rate of self-insurance was 13 percent in 2003 and 12 percent last year, the survey found. When shopping for administrative services, employers generally need to make a choice. They can go with administration services provided by one of the large national insurers or outsource claims processing and other administrative functions to a TPA.

"Most of the large self-funded employers are with carriers or with large national TPAs because the small TPAs just don't have the breadth of services that they need or the networks that they need," says Helmut Braun, chief operating officer of UMR, a unit of UnitedHealth Group's United Healthcare. As a large TPA with an insurer relationship, UMR has access to United Healthcare products, including reinsurance and pharmacy benefit management services. UMR also works with outside providers. Because of their significant market penetration, insurers that provide TPA services generally are able to offer deeper network discounts, experts say. While there are exceptions, "being smaller and having to rent a network is probably one of the negatives when we're reviewing TPAs against the big players," says Steve May, a senior benefits consultant with consultancy Milliman in Windsor, Connecticut.

Selecting a national, well-known provider also can be an advantage. "There's comfort in employees seeing Blue, Cigna, Aetna . . . those kind of names, because they know who

they are," May says. However, independent TPAs may have an edge over those connected to insurers—namely, greater flexibility in plan design—depending on a company's needs, experts say. (*Workforce Management*, 8/5/2009)

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## College Class of 2009's Average Starting Salary Holds Ground

Despite the poor job market, the U.S. college class of 2009 held its ground with its overall average starting salary offer, according to the latest quarterly report published by the National Association of Colleges and Employers (NACE). NACE's Summer 2009 Salary Survey report shows that the average starting salary offer for new college graduates stands at \$49,307. That's off less than 1 percent from the average \$49,693 that graduates posted in summer 2008. (*SHRM HR Week*, 7/27/2009)

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## Study: Flexibility Programs Gain Ground in Hard Times

Most companies are conducting layoffs and eliminating bonuses and salary increases to survive the recession, but they are preserving programs that allow workers to set their own schedules, according to a study. In a survey of 400 employers released recently, the Families and Work Institute in New York found that 81 percent have maintained flexible work arrangements such as telecommuting, compressed workweeks, phased retirement and voluntary reduced hours. An additional 13 percent have increased flexibility programs, while 6 percent have eliminated them.

Among employers with more than 1,000 workers, there has been a 25 percent increase in flexibility programs. The study was the centerpiece of a hearing of the congressional Joint Economic Committee. Companies are utilizing flexibility to keep on board top performers who will help them recover from the recession. "A number of employers have recognized that if they provide flexibility, they can save jobs," Ellen Galinsky, president of the Families and Work Institute, said at the hearing.

Allowing employees to better integrate work with other life demands increases productivity and retention, according to Galinsky. "Being a flexible employer tends to pay off for the business," Galinsky said.

The study shows that 66 percent of employers have suffered declining revenue over the last year and 64 percent of those cutting costs have reduced their workforces. Among companies with 1,000 or more workers, 37 percent have used flexible work arrangements to minimize layoffs. Rep. Carolyn Maloney, D-New York and chairwoman of the committee, said workplace flexibility is a "creative way to confront" economic challenges facing employers. She has introduced the Working Families Flexibility Act, which would guarantee that workers can ask their employers for adjustments in the number of hours, days and locations required for their jobs. The bill does not mandate that a company provide flexible work arrangements, but it does require that management talk with employees about the subject.

"It's an opportunity to come up with a fit that works for employers and employees," Maloney said. Internal communication is important to establishing a culture of flexibility within corporations, according to Galinsky. She says that two out of five employees fear that exercising flexibility will set back their careers. "If there's jeopardy for using it, it doesn't work," Galinsky said. "We need to create a way of having dialogue."

Discussions about flex time don't often involve low-income workers, according to witnesses at the hearing. "An employer may be less likely to accommodate someone who is easily replaced," said Cynthia Thomas Calvert, deputy director of the Center for WorkLife Law at the University of California Hastings College of Law. Such an attitude toward low-wage employees is "outmoded," according to Galinsky. "They're the frontline people at most businesses," she said.

In general, employers have learned from past recessions to hold on to talent that will keep them competitive when the economy recovers, Galinsky said. That's why 83 percent of companies that have reduced employee hours have maintained the same level of benefits. "They need to treat people they have as well as they can," Galinsky said. "They need to take a long-term view."

Another Maloney bill that would give federal employees paid parental leave and the recent introduction of legislation that requires employers to provide up to seven paid sick

days annually have stoked Capitol Hill discussion of flexibility. "If we are a nation that truly values families, we need to have policies in place that value families," Maloney said. (Workforce Week, 7/28/2009)

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**Philadelphia Area Association of Healthcare Recruiters (PAAHCR)** For more information, please visit [www.paahcr.com](http://www.paahcr.com).

**Philadelphia Human Resources Planning Society (PHRPS)** will hold a breakfast meeting on 9/23 from 7:30 a.m. to 10:00 a.m. The topic for this meeting will be "Refreshing the Enterprise Vision for 2012: A Case Study in Gaining Executive Alignment." The meeting will take place at SAP, 3999 W. Chester Pike, Newtown Square, PA. For more information about PHRPS, please visit [www.phrpg.org](http://www.phrpg.org).

**Tri-State HRMA** will host a dinner meeting on 9/10 from 5:30 p.m. to 8:30 p.m. This will be the first dinner meeting of the 2009-2010 Programming Year. The topic for this meeting is "CSR and Business Sustainability: HR's Leadership Role." The speaker will be Howard Wallack, GPHR directs international programs for Society for Human Resource Management. This meeting will take place at the Mt. Laurel Marriott, Rt. 73 & 295, Mt. Laurel, NJ. The sponsor for this meeting will be The Mensack Team/Morgan Stanley Smith Barney. Visit [www.tristatehr.org](http://www.tristatehr.org) for more information.

**PhillySHRM** will be one of the sponsors for the Mega Career Fair at Lincoln Financial Field on 9/23. This event will run from 10 a.m. till 4 p.m. For more information, please visit [www.phillyshrm.org](http://www.phillyshrm.org).

**Chester County Human Resources Association (CCHRA)** is currently planning its 2009/2010 schedule. For more information please visit [www.cchrassn.org](http://www.cchrassn.org).

**The Greater Valley Forge Human Resource Association (GVFHRA)** will partner with the Philadelphia SHRM Chapter on 10/9 to host the Annual Delaware Valley HR Partnership Summit. This event will take place at the Philadelphia Marriott Downtown Hotel. For more information, please visit [www.dvhrpsummit.com](http://www.dvhrpsummit.com).

**HRA of Southern NJ** meetings take place at the George P. Luciano Family Center for Public Service & Leadership at Cumberland County College. Dinner meetings are from 5:30 p.m. till 8:30 p.m. For meeting information, please contact Agnes Trummer at 215-751-8208 or [atrummer@ccp.edu](mailto:atrummer@ccp.edu).

**The Human Resource Professionals of Central Pennsylvania (HRP of Central PA)** typically hold monthly meetings on the fourth Tuesday of each month. For more information please visit [www.hrpcpa.org](http://www.hrpcpa.org).

**HRMA of Princeton** will not be hosting a meeting in September. For additional information, please visit [www.hrma-nj.org](http://www.hrma-nj.org).

**Southern Shore HR Management Association of New Jersey** hosts meetings on the third Wednesday of each month except for December. Please visit online at [www.sshrmanj.org](http://www.sshrmanj.org) for more information.

**SHRM DE (Delaware Chapter)** will host a dinner meeting on 9/8 at 5:30 p.m. The topic for this meeting is "Emotional Intelligence" The speaker will be Regan Garey, Immaculata University. The meeting will take place at Harry's Savoy Grill and Ballroom. For more information, please visit [www.deshrm.org](http://www.deshrm.org).

**Southeastern Pennsylvania Chapter of the Society for Human Resource Management (SEPA SHRM)** will hold a chapter meeting on 9/15 from 8:00 a.m. to 10:30 a.m. at the Ramada Inn Northeast Philadelphia, 11580 Roosevelt Blvd, Philadelphia. For more information visit: [www.sepashrm.org](http://www.sepashrm.org).



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## NEW CLIENTS:

Since **May 2009**, the following organizations have become new clients of Alstin Communications:

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**Aqua America Inc.** said recently that its Texas subsidiary has acquired two water systems from the Lower Colorado River Authority for \$330,000. **Aqua Texas Inc.** purchased the Harper Water System in Gillespie County and the London Water System in Kimble County – both in Texas. Between them, the systems serve about 480 people. **Aqua America's** water and wastewater utilities serve about 3 million people in 13 states. **Aqua America** is based in Bryn Mawr, P.A. (*Philadelphia Business Journal*, 8/4/2009)

**American Water Works Co. Inc.** of Voorhees, N.J., donated \$216,143 to international nonprofit Water for People, which works to create safer and more sustainable drinking water resources in developing countries. In addition, **American Water** will send one of its employees to participate in September's Water for People Country Tour in Malawi. The Tour travels to rural communities to observe the progress of sustainable water and sanitation projects. (*Philadelphia Business Journal*, 7/24/2009)

Check casher and payday lender **Dollar Financial Corporation** announced that it was acquiring four stores in Northern Ireland. Three of the stores are in Belfast. One is in Lisburn, the third largest city in Northern Ireland. **Dollar** did not identify the seller. The acquired stores offer check cashing, payday lending, and pawn broking services. The total combined purchase price was about 550,000 British pounds including 160,000 pounds for the loan book. The Berwyn, P.A.-based company said the acquisitions will allow it to further expand and strengthen its store footprint in Belfast. "We intend to incorporate our entire product suite in these stores, including Western Union money transfer, foreign exchange, debit cards, and other products and services, as well as extend our Internet lending and secured pawn lending options to these customers," said Dollar Chairman and CEO Jeff Weiss. **Dollar** first expanded into Northern Ireland with the acquisition of four stores in Belfast and surrounding areas in 2006. Last fall, **Dollar** said it bought five stores in the London area from an undisclosed seller. It said its Money Shop network in the United Kingdom had 250 locations after that acquisition, and that its U.K. business provides about a quarter of its revenue. (*Philadelphia Business Journal*, 7/6/2009)

Kennedy Health System opened its second simulation lab recently at its Stratford campus in Camden County. In addition, the South Jersey health system has purchased human patient simulators – known as SimMan – for each of its three acute-care hospitals. In addition to Stratford, **Kennedy** also operates medical centers in Cherry Hill and Washington Township, N.J. **Kennedy** is spending \$150,000 on the initiative. The three life-like mannequin SimMen will be used for clinical education at **Kennedy**, providing the opportunity for staff and medical students to "practice life-saving clinical, technical and decision-making skills without risk to patients or health-care providers." **Kennedy**-Stratford's SimMan will be permanently based in the new simulation lab on the hospital's third floor. (*Philadelphia Business Journal*, 8/4/2009)

**Subaru of America** continues to hold up well against rival car makers, with recent sales up 3 percent compared to a year earlier. **Subaru** sold 18,620 vehicles in June, up from 18,007 a year earlier. The Cherry Hill-based car company, which is owned by Fuji Heavy Industries of Japan, is best known for producing sporty sedans and crossovers, and for offering standard all-wheel drive on all models. (*Philadelphia Business Journal*, 7/21/2009)



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## NORTHEAST

**Camden Courier-Post (NJ)** will host a General Job Fair on 9/22 and a Health Care Job Fair on 9/20.

**Greater Philadelphia Newspapers (PA)** will have a special section for transportation called "Jobs on the Go" on 9/6. There will be a section called "Get your Career in Gear." targeting automotive professionals on 9/13. Also on 9/13 there will be a special section called "Top Jobs in Healthcare – OT's & PT's." The Mega Job section will be on 9/27.

**Nursing Spectrum & NurseWeek** will host a Career Fair in Mt. Laurel, NJ on 9/22.

**Philadelphia Inquirer (PA)** will co-host a Mega Career Fair on 9/23. The event will take place at Lincoln Financial Field from 10am-4pm.

## EAST

**Nursing Spectrum & NurseWeek** will host a Career Fair in Oakbrook Terrace on 9/25.

**Freshjobs.com** is a recruitment web site where postings change every week. Postings stay "fresh"– which in itself makes this site unique. Plus, \$90 per posting makes freshjobs.com very reasonable (especially since they cross-post to Nationjobs, Career One Stop, Vault, Craig's List, Job.com, and Google Base). Because we believe that this approach is extremely worthwhile and a great bargain, we will order all print ads that are internet worthy placed with us to appear on freshjobs.com unless instructed otherwise.



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Altera Corporation	CA	87
Analogic Corporation	MA	85
Armstrong County Community Action Agency, Inc.	PA	30
AVI BioPharma, Inc.	OR	15
BAE Systems, Inc.	MD	259
Bobcat Company	ND	195
Capital Area Humane Society	OH	4
Caterpillar, Inc.	IL	75
Celanese Corporation	TX & NC	100
Cerberus Capital Management, LP	NY & KS	350
CIGNA Corporation	PA & TN	60
City of Akron, OH	OH	21
City of Naples, FL	FL	7
City of Palmetto, FL	FL	5
City of Portland, OR	OR	150
The Coca-Cola Company	GA & KS	41
Colfax Corporation	VA & NC	68
County of Lake, IL	IL	18
County of St Clair, IL	IL	10
Cumberland County Schools	NC	247
Daimler Trucks North America, LLC	OR & OH	190
Dakota Discovery Museum	SD	2
Elster American Meter Company	NE	50
FMC Wyoming Corporation	WY	70
Gennum Corporation	ON	44
Hotel Bel-Air	CA	300
Houghton Mifflin Harcourt Publishing Company	MA & FL	65
Illinois Department of Corrections	IL	400
Johnson & Johnson	NJ & FL	180
Katana Summit, LLC	NE	70
Kindred Healthcare, Inc.	KY	573
Kohler Co.	WI	41
Lear Corporation	MI & TX	155
LoJack Corporation	MA	47
Louisiana Department of Health and Hospitals	LA	74
The Manitowoc Company, Inc.	WI	8
Marshfield DoorSystems, Inc.	WI	164
Mohawk Industries, Inc.	GA	400
MSE Technology Applications, Inc.	MT	15
Northwest Natural Gas Company	OR	100
Panasonic Corporation	NJ & TN	90
Parsons Corporation	CA & IN	180
Patriot Coal Corporation	MO & WV	315
The PNC Financial Services Group, Inc.	PA & OH	74
Rainbows United, Inc.	KS	70
Rochester Board of Education	NY	100
Shriners Hospitals for Children	FL & WA	22
Siemens Corporation	NY & OH	103
Smith & Nephew, Inc.	TN & FL	160
South Carolina State University	SC	12
South Carolina State Ports Authority	SC	17
State of Hawaii	HI	1,100
Tennessee Dept. of Health	TN	40
True Textiles, Inc.	MI & NC	84
Universities of Louisiana System	LA	42
University of Iowa Hospitals and Clinics	IA	285
University System of Maryland	MD	165
The Urban League of Greater Cleveland, Inc.	OH	14
Virginia International Terminals, Inc.	VA	90
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## Welcome to Alstin in Action!

Alstin in Action is the new section of Alstin Answers that will provide an inside look at what we have to offer. We will feature an idea each month with a sample of how it worked for one of our clients. If you have questions or any interest in what we are featuring, please feel free to contact us at 215-568-3200 or [recruit@alstin.com](mailto:recruit@alstin.com). Thank you, and ENJOY!

## Resume Searching/Mining–Talent Filter

Sourcing the web for the most qualified candidates usually involves finding your way through countless corners, twists and turns – a time-consuming journey that often results in a dead end. Alstin Communications knows how demanding your day is. We understand how frustrating your sourcing and searching efforts can be. And, despite how daunting the web's myriad nooks and crannies may seem, we believe in the outreach power of online. The people are there. You just have to know how to filter them.

Most organizations purchase access to resume databases because they see the need to proactively recruit new talent. Unfortunately, usage of this important resource is usually lacking, either through difficulty in their inherent search platforms, learning boolean search codes, changing search criteria and having different databases to search. Alstin has a powerful platform that unifies all sources, search efforts and screening steps from one single central location. It even offers automatic advice for search strings, sweeps all job board subscriptions (and free web sources), matches and rank results and delivers them to the recruiter's inbox.

Alstin's "power browser" resume searching selling points?

- Makes resume searching a breeze
- Unifies all resume databases into one application
- Matches and ranks results
- Can even search in-house ATS systems
- Can be used to search the web for resumes of current employees, giving companies an opportunity to take corrective action to head off defections of key employees

The web is teeming with talent, and too often, short on the smart technology needed to reel it in. With TalentFilter, you can get more of the 'net's gems, bringing only those with the qualifications you're seeking along for the ride. If a single, web-based product sounds better than your current web wandering process, let Alstin unite you with the Strategies, Communications and Results to separate the best from the rest.



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