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## 2002 NON-PROFIT SALARY & BENEFITS SURVEY

HR Northwest is pleased to announce the publication of its fourth annual Not-For-Profit Benefits and Salary Survey for Washington and Oregon. This survey will cover approximately 90 positions typically found in non-profit organizations. The initial survey letter was sent out and we are now sending out the survey instrument to participants. The final results will be published and ready for purchase at the beginning of September. The survey results will be published by geographic area, organization size and by revenue if there is sufficient participation. The average salary range minimum, midpoint, and maximum, and a weighted average of high and low rates will also be reported in the final results. In order to ensure confidentiality, a position will not be published if three or fewer organizations respond to a particular position. The benefit information includes both insured and voluntary programs. We have begun our data collection. If you are a non-profit organization and wish to participate in this survey, please contact Jennifer Sheets or Lon Southard in our Corporate Office at 503-885-9815. You may also reach Jennifer via e-mail at [jsheets@hrrnorthwest.com](mailto:jsheets@hrrnorthwest.com) or Lon at [lsouthard@hrrnorthwest.com](mailto:lsouthard@hrrnorthwest.com). They will ensure that you receive a copy of the survey instrument. As an incentive to participate, participants may purchase the results for \$145. Copies will be made available to non-participants for \$200. For those of you who have already responded, we thank you for your participation. For those we haven't heard from yet, please call or email us to receive your survey instrument!

We are very excited about the collaboration of efforts for yet another successful and helpful tool for non-profits.

## COACHING—WHAT IT IS AND WHAT IT ISN'T (PART 2) A CLIENT LOOKS AT RESULTS

BY RAY REDBURN, PH.D.

In Part I, last month, we wrote about what coaching is, and what it isn't. We made the point that coaching builds on strengths and develops skills. In Part II, you can see the results of coaching in the responses of a typical client.

Q: You've been utilizing a coach these last few months...what difference has it made?

A: Coaching has helped me define what I want to do, to look at myself and see who I am.

Q: Can you say more about that?

A: Having a neutral coach from outside our organization's internal politics allowed me to state my unvarnished position. It gave me a safe place to "think out loud" - to really think through my approach, with the coach providing feedback and pointing out areas I had not thought of pursuing in my course of action.

Q: How else did coaching help you?

A: I interact differently with others now. My previous tendency was to approach issues in a pretty directive way. Through coaching, I saw how that was not always the most effective way to work with people. Now I listen more than I did when I started the coaching process. Before, I did more of the talking and I often interrupted; now I'm trying to make sure that I'm really listening, not rehearsing mentally what I'm going to say as soon as the other person stops talking.

Q: Any other areas of your work or life where coaching made a difference?

A: How I talk is different. I tend to talk more quietly now. And, as a result, people seem to pay more attention. My higher volume may have gotten in the way of other people hearing me. I can save that volume for when it's really needed.

Q: What is an example of something practical that you gained in coaching?

A: The coaching work focused on real work issues. That gave me a chance to develop a strategy and work out specific tactics for dealing with issues such as a particular employee performance challenge.

Coaching expanded my array of choices for dealing with situations. Now I approach any challenge with a broader point of view. I got to see that I'm doing a lot better at managing than I realized. Coaching showed me that I tend to be my harshest critic and don't allow myself to see my own accomplishments. The 360° feedback process the coach used showed me that my picture of myself is way out of alignment with how others see me. That includes the people who report

to me, peers, my boss, and his supervisor. In the coaching process I discovered how I undersell and beat myself up, as I expect perfection in myself. It's not that I need to brag... I just don't need to focus so much on my own negatives. In fact, focusing on my own positives is as important as focusing on those of my direct reports.

Q: How about the people who report to you?

A: Now I think through things a lot differently. I'm not approaching situations with people in terms of how I need to "fix" them or work on their deficiencies. Instead of trying to "fix" weaknesses, I'm more focused on how I can help people build on their strengths.

Q: What was your most important area of improvement?

A: My largest area of improvement would be that setting goals and expectations is more than a "one-size-fits-all" issue. Instead, I have to really tune in to the different styles of the people who are on the receiving end for my goals and expectation setting. I've become more interested in the details and how-to's of exercising leadership. This got me doing a lot of independent reading on the subject.

Next month's final part of this series on coaching will look at why coaching has become the hottest growth area for human resources consulting. What is the process and do clients get the kind of positive results that have fueled this explosive growth?

## COMPENSATION BY THE NUMBERS IN CASE YOU DID NOT KNOW

Compensation and benefits professionals have many new numbers to remember. Many of the dollar amounts and other figures that are referenced for 2002 come as a result of the Economic Growth and Tax Relief Reconciliation Act of 2001, signed by President Bush in June 2001. Others are the result of indexed changes made under other laws and regulations. Many of these figures represent a significant increase over the figures for 2001, especially those increased by EGTRRA, which affected a variety of retirement plans.

Some basic figures include:

- **\$84,900** – the Social Security (or OASDI - old age, survivor, and disability benefits) *wage base* for 2002. The maximum amount an employee can have withheld for OASDI in 2002 is **\$5,263.80**. Employers must match amounts withheld for both Social Security and Medicare (which has no wage base). The OASDI rate remains at 6.2% (matched by the employer), while the Medicare rate stays at 1.45% (also matched) for 2002.
- **\$3,000** – the amount of one annual federal withholding allowance for 2002.
- **27%** - the supplemental wage withholding amount for 2002. This is applied most often for bonuses, and certain lump-sum payments not normally included with the regular pay.
- **\$11,000** – the limit for pre-tax employee deferrals of pay to a 401(k) type plan, an Internal Revenue Code 403(b) plan, and to a governmental 457 plan.
- **36.5 cents** – the standard mileage rate in cents per mile. Employers can use this rate to reimburse employees for the business use of their personal automobiles, or to value the personal use of an employee's use of a company car (first made available in 2002) valued at **\$15,300** or less.
- **\$100** – the tax-free monthly amount an employer can provide to an employee under a qualified transportation fringe benefit plan in the form either of public transit passes or through a qualified van pool arrangement. This is a \$35 increase from 2001. Tax-free employer provided parking is limited to **\$185** a month for 2002. Employers also can offer a plan that allows employees to defer tax-free amounts (up to the limits) to pay for any of these transportation fringe benefits.

Other Changes:

- **\$5,250** – the annual tax-free amount for employer-provided educational assistance. Beginning in 2002, the tax-free amounts apply to both undergraduate and graduate-level coursework.
- **\$1,503** – the maximum amount of advance earned income credit an employee (with at least one qualifying child) can receive in 2002. The employee also must be expected to earn less than **\$30,201** in 2002.

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Editor: Deborah Jeffries, PHR, CPC. Advantage is published monthly and is designed to provide information on regulations, HR practices and management ideas and concerns. The intended audience is managers, supervisors, business owners, human resource and employee relations professionals. If you have questions about the content, an opinion about the information, questions about your subscription, or if you need additional Advantage binders, please give us a call at (503) 885-9815 or e-mail us at [djeffries@hrnorthwest.com](mailto:djeffries@hrnorthwest.com).

- **\$80,000** – the maximum amount of foreign-earned income that a U.S. citizen or resident living and working overseas can exclude from tax in 2002, provided the individual qualifies under I.R.C. 911 requirements.
- **\$8.22** – the daily withholding allowance amount for a non-resident alien in 2002.
- **\$1,100** – the amount per employee that an employer may be charged for repeated or willful violations of the minimum wage and overtime requirements of the Fair Labor Standards Act. The penalty for violations of the child labor provisions of the law is raised to a maximum of **\$11,000** per employee, according to the Labor Department's Wage and Hour Division.
- **\$90,000** – the limitation used in the definition of a highly compensated employee.
- **\$7,000** – the maximum elective deferral amount an employee can contribute in 2002 to a savings incentive match plan for employees (SIMPLE plan).
- **\$40,000** – the annual contribution limit for defined contribution plans in 2002, provided the annual compensation that may be taken into consideration under a plan is no greater than **\$200,000**.
- **\$160,000** – the 2002 annual benefit limit for defined benefit plans.
- **\$80,000** – the compensation amounts concerning the definition of "control employee" for fringe benefit valuation purposes.
- **\$295,000** – the allowed I.R.C. cost-of-living adjustments to the compensation limitation for 2002.

## "CASE(S) IN POINT"

**Federal Court Rules on Sufficiency of COBRA Notice.** The 5th Circuit Court of Appeals recently held that a "good faith effort" to provide notice of COBRA rights protects an employer from liability, even if an employee never actually receives the notice.

When an employer or plan administrator learns of the occurrence of a "qualifying event" that results in a loss of benefits under a group health plan, the Consolidated Omnibus Budget Reconciliation Act (COBRA) requires that employers provide timely notice of the right to elect continuing health care insurance coverage.

Monty Degruise's last day of employment at Sprint Corporation was February 4, 1998. Sprint mailed a COBRA notice by certified mail, return receipt requested. The post office made two delivery attempts, but Degruise was out of town. Upon his return, Degruise found a delivery notice and went to the post office to claim his mail, but the post office could not locate it. Degruise returned to the post office several days later, but his mail was still lost. Degruise did not know who sent him the mail or what it contained. The post office eventually located the envelope, and returned it to Sprint showing that Degruise had never claimed it.

Before medical coverage at his next employer began, Degruise sought medical treatment. When he filed a claim with the new plan, it denied his claim as a pre-existing condition. He sued Sprint in federal court because he had not received notice of his right to continue coverage under COBRA.

The district court ruled COBRA only requires a "good faith effort" to comply with notification requirements. The 5th Circuit Court of Appeals agreed. Sending the notice by first class certified mail, return receipt requested, satisfied the notification requirements, even though Degruise never actually received the notice. The court observed that, while not legally required, sending an additional copy of the notice by regular first class mail would have been "a good practice."

### What Should You Do?

- Mail the initial COBRA Notice to an employee at the time the employee becomes eligible for health benefits. Mail a separate copy to the employee's spouse, unless you are sure they reside in the same household. Keep a record of the mailing or other method of distribution.
- Be sure you or your plan administrator gives notice of COBRA rights to the employee and eligible beneficiaries within 14 days of any qualifying event. Keep a record of all mailing dates and addresses to which mail is sent. The use of regular first class mail is sufficient.

**FMLA Does Not Prevent Benefit Changes.** In a recent decision, the 9th Circuit Court of Appeals said that, as long as the minimum requirements of the Family and Medical Leave Act (FMLA) are met, employers may change existing leave and benefit programs.

When Wells Fargo Bank merged with Northwest Bank, Wells Fargo replaced sick days and vacation policies with a paid time off (PTO) benefit and short-term disability (STD) program. Previously, employees earned one sick day per month, and although unused time carried over into the next year, they were limited to using 120 days per year. Employees could use up to ten days of their sick leave time each year for a family member's illness. The vacation policy provided up to 25 days per year with carryover of unused days to the following year and payoff upon termination.

The new PTO plan provides up to 35 days of combined vacation and sick time per year, of which five days may be carried over into the first quarter of the following year. Unused days are paid at termination. STD provides partial pay for up to 21 weeks per year after a five-day waiting period. No STD days are available for illness of a family member. Wells Fargo provides up to 12 weeks of unpaid leave time for this purpose, which complies with FMLA.

In the conversion from vacation days to PTO days, Wells Fargo employees lost accumulated sick days. They subsequently filed a class action suit claiming that the loss of days and change to a less favorable package violated FMLA.

Under FMLA an employee may elect, or an employer may require, that accrued paid vacation or paid medical or sick leave be substituted for unpaid time. The court said this provision does require an employer to provide or maintain a benefits package, but that employers may amend existing leave and benefit programs as long as they continue to provide at least the minimum.

#### What Should You Do?

- Even if you are covered by federal or state family leave laws, you may change your leave and benefits policies, provided you meet the minimum requirements.
- Make sure that your benefits policies and employee handbook specify that you can adopt, amend, or discontinue your policies at any time.
- When designing a sick leave policy, remember that under California's "Kin Care" law, you must permit employees to use up to one-half their annual paid sick leave accrual for care of children, parents, or spouse.

## MANAGING YOUR BENEFITS AND PAYROLL DOLLARS

Employee benefits accounted for more than one-third of the total cost of company payrolls in 2000, with health insurance as the most expensive single benefit cost, according to a nationwide study released by the U.S. Chamber of Commerce.

Employee benefits cost employers an additional 37.5% over wages in 2000, or an average of \$16,617 per employee, according to the Chamber's new *2001 Employee Benefits Study*.

The Chamber's study analyzed the employee benefit practices of 456 surveyed employers. The organizations surveyed, including both chamber members and non-members who voluntarily participated in the survey, collectively employ about 787,346 full-time equivalent workers. Firms of all sizes were represented in the study.

Benefits vary significantly among organizations, according to the survey, with one in 10 paying more than 45.2% of its payroll for benefits and an equal number of organizations paying less than 20.4% for benefits. The top 10% of organizations had an average benefit cost of \$21,774 per employee, while the lower 10% paid an average of \$5,850.

Organizations with 100 to 499 workers paid 34.4% of payroll for benefits, and those with 500 to 999 paid 34.6%. The study indicated larger firms offered more employee benefits than smaller organizations. Organizations employing fewer than 100 workers paid an average of 29.4% of payroll for benefits, compared with 39.1% for organizations with 5,000 or more employees.

Employers spent an average of 10.5% of payroll for health care costs, with medical insurance premiums constituting the largest percentage (7.9%) of those costs. Employee payroll deductions for medical benefits averaged an additional 2.4% of payroll, bringing the average total cost of medical benefits to 12.9% of payroll. Employers spent an average of about \$4,800 per employee on health care benefits in 2000. Approximately \$3,000 of that per-employee cost is spent on medical insurance premiums alone.

Preferred provider organizations (PPOs) are the most common type of company-provided health plan, with 68% of employers offering them, the study said. Forty-six percent of surveyed firms offered health maintenance organizations (HMOs), and 21% offered point of service (POS) plans.

On average, employers also provided 5.1 paid sick days each year for employees, and paid vacation days ranged from 8.6 days for employees with one year of service to 19.8 days for employees with 20 years of service.

The cumulative cost of such “time not worked” accounted for 9.4% of payrolls – about \$4,300 per employee, the survey said.

The most common benefits – vacation, health insurance, and paid holidays – were provided to full-time employees by more than 98% of surveyed organizations, the study said. More than 90% of employers provided retirement and life insurance benefits, while 78% provided sick leave.

For part-time workers, more than half of the employers provided holiday, retirement and vacation benefits.

Every one of the 456 participating organizations offered employee benefits beyond the legally required payment of the Social Security payroll tax, unemployment insurance tax, and state workers’ compensation insurance premiums, according to the study.

## LEGISLATIVE AND LEGAL NOTES

Senate Bill 13 - Earthquake Drills. In June of 2001, Senate Bill 13 passed, requiring state and local agencies, as well as all employers with more than 250 employees anywhere in the state of Oregon, to adopt earthquake drill procedures. The Oregon Administrative Rules are now final and the Oregon State Police Office of Emergency Management has put the rules, plus a number of resource guides, on their website <http://www.osp.state.or.us/oem>. The new drill procedures should be implemented by the end of this year.

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A recent decision of the Oregon Supreme Court clarifies that employers who terminate employees who refuse to sign non-compete agreements, even where the agreements are unenforceable, cannot be held liable for common law wrongful discharge.

Frederick Dymock began working for Norwest Safety in 1981. In 1998, Norwest ordered the employee to sign a non-compete agreement. The agreement was invalid under Oregon state law because it was not presented at the time of initial employment or at the time of a bona fide advancement. When the employee refused to sign the agreement he was fired.

The trial court dismissed the case, finding that the agreement was not a non-compete agreement as defined by the state. The Oregon Court of Appeals disagreed and held that Mr. Dymock’s refusal to sign the non-compete agreement created a claim for wrongful discharge under Oregon’s common law because, by refusing to sign, the employee was “invoking an important employment-related statutory right.”

The Oregon Supreme Court clarified that the statute prescribes when non-compete agreements must be signed to be enforceable, but it does not create a statutory right to refuse to sign a non-compete agreement that is presented at other times. The court concluded that “nothing in the statute confers a right to refuse to sign such agreements,” and it dismissed the wrongful discharge claim for that reason.

There are some lessons for employers in this scenario. If you want to have employees bound by enforceable non-compete agreements, be careful to follow the requirements of Oregon law (ORS 653.295). However, your organization cannot be held liable for wrongful discharge if it terminates an employee for refusing to sign such an agreement, even if the agreement itself is unenforceable under the statute.

## WHY DID THE TRAINER CROSS THE ROAD?

BY SUSAN JEFFRIES

Which presentations do you remember the most? The ones delivered by a witty, engaging trainer or the ones in which you spent most of your time watching the hands of the clock? If you’re like most people, you recall the first type and probably remember more of the material from that presentation as well. Humor gives credibility to the trainer and helps build a connection with the audience. It encourages creative thinking and retention of new ideas. Humor also helps the audience stay awake and engaged in the presentation. But let’s face it, we can’t all be Jerry Seinfeld or Whoopi Goldberg (or whomever you happen to find hilarious), but there are ways to spice up your presentation and delivery, even if you can’t remember the punch line to a joke.

One trap trainers fall into is taking their subject too seriously. Even if your topic is as dry as burnt toast, try to find the lighter side of the subject. John Cleese from Monty Python said it best: “You don’t have to be solemn to be serious.” Just relax and have fun with your topic and your audience will follow.



What if you don't have a funny bone in your body? Don't resort to lame jokes and deadpans or you may risk humiliation. If you're having a good time and not worrying about your delivery, your personality will shine through. It also helps if you present material that you like and use activities and equipment that you are comfortable with. Don't try to grab the spotlight and be the center of attention – you'll divert the focus away from the subject matter onto yourself. Be warned that there will be moments that won't work or, in comic lingo – bomb. Acknowledge the bomb and move on.

If you still don't think you can pull off “funny,” try starting your presentation with a non-offensive, topic-appropriate joke. Test it out on co-workers or family first, to make certain that it is actually funny – what's funny to you may not be funny to an entire room of people. Another way to bring levity to your presentation is to create a sense of community between participants. Ask a “show of hands” question that is humorous or odd or find a fun way to do introductions.

With any luck, you'll have your attendees fully participating in your program in no time, but you must remember to maintain some level of control over the group. Use your voice, body language and/or presentation aids to keep control of the presentation.

## ANOTHER \*&%! MEETING?

BY RAY REDBURN, PH.D.

If your organization's meetings provoke comments like this, we have good news for you! There are some free or very inexpensive and relatively easy things you can do to make your meetings considerably better. This article will cover five of the 10 Essentials for Great Meetings. Stay tuned next month for the final five meeting essentials.

### Essential #1: Just Say “NO!”

Don't allow any meeting to begin unless it has an agenda. The only exception to that principle would be to begin a meeting with the creation of an agenda. A meeting without an agenda is as ineffective as a plan without a goal. Many meetings are doomed from the start because they lack the focus that an agenda with defined topics can provide. It is no surprise when discussions wander and topics are recycled. It's much like the old saying that if you don't know where you are going, any road will do. A good agenda lists the items you are going to review, discuss, or inspect which is more than the date, time and location. It also contains the order in which they are to be considered, the number of minutes per topic, the type of item (see Essential #2) and the person responsible for leading that topic's discussion.

### Essential #2: Identify the Purpose(s)

Be clear about the purpose for the meeting, and for each item on the agenda so that everyone knows why they are there, what needs to be done, and how to know if they are successful. Meetings have many possible purposes, including:

- Sharing information or advice;
- Giving instructions;
- Generating ideas or options;
- Making or implementing decisions;
- Solving problems; and,
- Setting goals.

Be sure to identify the meeting's purpose(s) and tag each item on the agenda with the type of action needed (*Discussion, Decision, Information, etc.*).

### Essential #3: Always Start On Time

If the meeting is scheduled for 8:30, call it to order at 8:30 sharp. Starting it later while you wait for others to arrive has at least two unfortunate repercussions:

1. You teach people that the start time really is not the one you announced. It is a subtle, but nonetheless pernicious weakening of organizational integrity.
2. You punish the people who have arrived on time.

If you really want to start your meetings on time, it is important to have people understand what “being on time” really means. On-time behavior includes being seated, having any required materials, and being ready to begin the meeting.

## Essential #4: End On Time

Ending on time is just as important as beginning on time, and the two are often related. One of the frequently identified causes of meeting “runover” is that the meeting started late. The unfortunate side effect of meetings that run late is that this can cascade through an organization, causing many people to miss appointments and be “serially late.” And, in all too many cases, the original culprit may have been a meeting earlier in the day that ran over and pushed people’s schedule off throughout the day. Watching the meeting adjournment time is an important meeting leadership task. In those occasional cases where the well-run meeting is not able to dispense with all the business scheduled, there is but one acceptable exception to the end-on-time rule. That alternative is to contract with all participants to go for an additional amount of time. If some participants are not in agreement with this, adjourn the meeting and carry over the items to the next meeting whenever possible.

## Essential #5: Use 10-Minute Magic

Ten minutes before the meeting’s end time, the meeting leader should take the floor and do the following:

- Call attention to the time remaining.
- Summarize decisions made and other key accomplishments.
- Review action task assignments.
- Decide, with participants, which tasks to move to next meeting’s agenda.
- Set the next meeting’s time, date and location.

Put these five meeting essentials to work and you are well on the way to substantial increases in organizational productivity. Next month we will address five additional keys to meeting success.

## VOLUNTEERISM

BY DEBORAH JEFFRIES, PHR

Very simply, volunteering is action by people who care - people reaching out to help others in need or to solve a community problem. It is founded on a belief in the dignity and worth of the individual, a sense of responsibility for sharing our time and talents, and a commitment to purposeful citizenship.

Examples of the volunteer spirit are evident in every community across the country. Many of our schools and colleges, libraries, parks, civic organizations, symphony orchestras and concert halls, churches and synagogues, hospitals, and children’s organizations exist only through the efforts of volunteers. Today, any American who sees a need and is prepared to do something about it can make a difference.

The desire to serve is an important motivating factor, but it is not the only reason we volunteer. The opportunity to meet and be with people with similar interests or to fill our free time with worthwhile activities motivates many of us. Some of us feel life has been especially good to us; helping others is a way to repay the debt.

Volunteering also offers an avenue for exercising the skills and talents gained through a lifetime of experience. And we can learn and develop new skills, explore a new career field, and develop self-confidence - possibly even fulfill lifelong dreams. But many of us volunteer just for the fun of it.

Volunteering has a positive effect on our attitudes and morale. While we are helping others, we are not absorbed by our own challenges and worries. We experience renewed vigor and enthusiasm. The need to be needed is a primary motivator for human beings. Furthermore, research has proven that regular volunteering - more than any other activity - prolongs life expectancy and improves our physical and psychological wellbeing. Research also seems to indicate that doing good for others through volunteering is beneficial to our immune systems, protecting us from infections and disease. Through volunteering it is clear to see we better our own lives. Volunteering is definitely a two-way street. We usually get back more than we give.

Some of us know exactly what we want to do and where we want to do it, and, therefore, can proceed directly to a specific organization or group - or form a new one. But many of us are not so sure, and want to explore the opportunities. If you are motivated to volunteer it is important to find the right volunteer position. Beyond a general interest in an organization or the services it offers to others, you should first ask yourself these questions:

- Why do I want to do volunteer work?
- What are the benefits I expect to derive from my volunteer service?

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- What usable knowledge, skills or aptitudes do I have to offer?
- What are my strengths?
- What do I like doing? What do I dislike doing?
- Do I enjoy working alone or with others?
- Is there something I want to learn how to do?
- Is there a particular problem or issue that I care about? What really interests me?
- Would I rather work with people, things or ideas?
- Am I willing to travel?
- How much time am I willing and able to give? Are weekends or weekdays best? What part of the day (morning, afternoon, or evening) would suit me best?

Many organizations want to reinforce their employees' volunteer efforts. Some organizations allow their employees to volunteer on work time, some make it part of the corporate culture by closing for the day while the whole firm participates in a volunteer activity, and some encourage contribution of dollars. If your organization would like to reinforce this message, you might consider a Gift Matching Policy. Company matching policies vary, though they're often dollar-per-dollar matches up to a certain amount. Here is some sample language to use when putting your policy together.

*The organization recognizes that employees have causes and organizations important to them. As a benefit to employees, the organization will match approved employee contributions to charitable organizations based on the following:*

## **Employee Eligibility**

*The organization will match contributions made by full-time employees (defined as those who work a minimum of 37.5 hours a week), who have been employed with the organization for a minimum of six months and are not on disciplinary or extended performance probation.*

## **Eligible Recipients**

*Organizations which qualify as tax-exempt under IRS code 501(c)3 are eligible under this policy, subject to approval. It is the responsibility of the donor employee to contact the organization to which he or she would like to contribute and get verification of non-profit status prior to making a request for matching. Eligible organizations may include:*

- *All levels of schools, public or private, provided they don't practice racial or any other discrimination.*
- *Cultural organizations*
- *Art museums*
- *Historical museums*
- *Science museums, zoos and botanical gardens*
- *Libraries*
- *Public television/radio*
- *Hospitals*
- *Social service organizations*
- *Environmental/conservation groups*

*Political groups and any organizations involved in lobbying are not eligible.*

## **Maximum Contributions**

*The organization will match (dollar for dollar or a 1:1 ratio) contributions to a maximum of \$500 per employee per calendar year. Contributions of non-cash gifts (such as frequent-flier mile gifts to charity) will not be matched.*

## **Matching Process**

*The employee obtains a Matching Contribution Slip from the Accounting Department and submits it to his/her supervisor accompanied by the employee's check issued to the non-profit organization. The supervisor will request a check from the Accounting Department to be sent to the non-profit organization along with the employee's check.*

*The Accounting Department will request two receipts — one made out to the organization and one made out to the employee.*





## CLIENT ACCOLADES & HRN HAPPENINGS

Congratulations to **Moonstruck Chocolate**. They were chosen by the producer of the 54<sup>th</sup> Emmy Awards to provide delectable treats at the event. The big coup is they beat out the other company (Godiva) who has provided chocolates in the past.

Please join us in congratulating the following organizations (our clients – Hooray!) who in June made the Portland Business Journal's list of the Top 100 Fastest Growing Private Companies in Oregon .

**Tripwire, Inc.** – 1<sup>st</sup>  
**Ornelas Enterprises, Inc.** – 59<sup>th</sup> \*  
**Quicktrack, Inc.** – 71<sup>st</sup>  
**AKT Services** – 85<sup>th</sup>  
**Comp View, Inc.** – 86<sup>th</sup> \*  
**LiveBridge** – 97<sup>th</sup>

(\*) Indicates these firms have been on the list more than one time.

To toot our own horn, we at **HR Northwest** were 79<sup>th</sup> on the list, but what we are most proud of is that we have been on the list for six consecutive years! We were given the additional honor of being a charter recipient of the Lighthouse Award, which is given to those organizations who have been on the list five consecutive years or more. We are so pleased to be an ongoing contributor to the job and revenue growth of our community. Yippee!!!!

The recipient of the HRN Business Excellence Scholarship goes to **Angela Koslowski** of **Tualatin High School**. She is active in FBLA and plans to attend Oregon State University Honors College. Ray Redburn presented the award to Angela at the THS Awards Ceremony on June 5th.

## HR NORTHWEST CALENDAR

*Open up your daytimers, computer calendars and palm pilots. The following is a look at upcoming events, special days and other diverse and fun activities you will want to be aware of and get scheduled.*

### JULY

National Eye Exam, National Ice Cream, and  
National Anti-Boredom Month

### **July Training Hiatus - All locations**

July 1-7 Financial Freedom Week

July 4, 5 Independence Day  
**IMPORTANT NOTE: HRN offices closed**

July 15 Workaholic Day. Take the day off!

July 26 Aunt and Uncle Day

July 30 Father-in-Law Day

July 31 National Parents' Day

### AUGUST

**August 8 HRN Workshop - Portland  
Employee Recognition  
8:30 – 12 noon**

**August 14 HRN Workshop - Willamette Valley (Salem)  
Sailing the Rough C's – Communication,  
Counseling, & Conflict Resolution  
8:30 – 12 noon**

**August 20 HRN Workshop - Puget Sound  
Compensation Basics  
8:30 – 12 noon**

### SEPTEMBER

**Sept. 12 HRN Workshop - Portland  
Leading People at Work  
8:30 – 12 noon**

**Sept. 18 HRN Workshop - Willamette Valley (Salem)  
Mentoring in the Workplace  
8:30 – 12 noon**

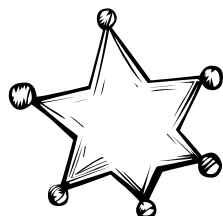
**Sept. 24 HRN Workshop - Puget Sound  
Recruitment Strategies  
8:30 – 12 noon**

You can register for workshops online at: [www.hrnorthwest.com](http://www.hrnorthwest.com). Select **Consulting Services**, then **Training Registration**.  
Or, as a quick shortcut, just [Click Here](#).

Information and advice offered through Advantage should not be construed as legal opinion. The material contained herein will not apply to all circumstances or to all organizations. Use it as a resource and reference. Should you feel legal advice is required, please consult with your corporate counsel.



# CAPTURED!



**Jim Zwicker, SPHR**

Captured, June, 2002 by deputies at HR Northwest. Wanted for his 25 years HR experience, including a sentence of 8 years on the PHRMA Board, 6 years teaching outlaws at Portland State University's HR Certificate program as well as time on the run as NHRMA President. Reward for his capture is being paid to our clients.

"Notorious" Jim will be acting as Senior Vice President of Product Development for HR Northwest/HR Answers, Inc. During his time on the ranch he will be responsible for adding new products & services to meet the needs of internal HR cowpokes.

With new products and services, coming in by stagecoach, our white hat consultants will be looking to form a posse with you!



## ON MY SOAPBOX

Thursday, June 13th was a very special day. HR Northwest and HR Answers received an award for being one of the Business Journal's Fastest Growing Private 100 companies. It was our sixth consecutive year on the list. This year they also honored the organizations who have been on the list for five years or more with a special recognition named the Lighthouse Award. There was a "warm" reception for the award winners (that's an inside joke given that the room temperature that evening was in the 90s) at which the awards were presented. Receiving recognition for our growth is really a tribute to the terrific staff that provides our services, and to our wonderful clients who refer new organizations to us on a regular basis. I am so appreciative of them all!!

And as wonderful as the awards and the event were, it wasn't the only reason that day was so special. A few years ago, my mom started writing a book intended to be a legacy of information and perspective for her family. The project grew and evolved into an autobiography worthy of publication. A description of all the efforts involved in this endeavor isn't necessary, but suffice it to say that this project was something far easier to talk about than to bring about. Mom wrote and re-wrote. The text was edited over and over. I am sure at times she wondered why she had ever started it.

But on this particular Thursday, her book was launched at her very first book signing. It was one of life's perfect moments. There were flowers, smiley-face and book-shaped cookies (thanks to Beaverton Bakery), and family members and friends from all aspects of her life gathered to mark this unveiling. It was a joy to watch her blush when offered a compliment or praise for her efforts, or respond with great animation when asked about a particular life event. She moved easily to welcome each new guest, introducing them to others, and signing their book with special notes.

At one point several attendees approached her and asked when she was going to read from her book. This took us all by surprise - probably because we haven't attended many book signings. (We were advised this was a regular occurrence.) Mom adjusted quickly and after only a moment's introduction, read the first chapter.

I served as Mom's editor so I knew the book very well. Not a word was unfamiliar to me. But as she read it, I was struck by the power of her story. The book begins with a depression childhood of poverty and hardship. I felt the tears building behind my eyes brought on by equal amounts of pride in what she had accomplished and overcome to reach this point.

One week later brought another pleasant surprise - the first copy of the book had been purchased through Amazon.com. Knock me over with a feather! As good as I thought Mom's book was for those who knew her, the fact that strangers would buy it off the Internet was just not part of my thinking. I can't wait to see where this will lead. She is already talking about the next book. She even has a title selected.

Just think, when I introduce her to people now, I can not only say, "This is my mom"; I can also say that she is the first published author in our family. Congrats, Mom; I am so proud of you and glad to be your daughter!

- Judy Clark, President



Providing Customized HR Services That Matter Most

PLEASE FEEL FREE TO VISIT OUR WEBSITE:

[WWW.HRNORTHWEST.COM](http://WWW.HRNORTHWEST.COM)