



Inner View

The Bi-Monthly Newsletter of California Staffing Professionals

February/March 2002

From the CSP Boardroom



*Kathryn Shepherd, CPC
CSP State President*

As the New Year unfolds, we look to a stronger economy, more creative thinking in our companies, exciting new developments in technology and longer lines at the airport. As we reflect on 2001, a year filled with unforgettable history serving to remind us the importance of priorities, we move forward with determination, integrity and a lot of heart to do

and be the very best that we can. We cannot do it alone. Then again, we could...but why, when we can learn from others?

Your association is on an “educational bandwagon” to help you grow ... personally and professionally. The fact is, grass is always greener where you water it. To grow, we need to go beyond what we have already mastered. Industry Staff Training Programs are scheduled through-out the state, regional seminars conducted by nationally known speakers have taken place in northern and southern California, and this year’s spring conference is designed as an Educational Forum, April 26-27th at Disneyland, a place where dreams come true. Our first Owner’s Only Retreat held in Las Vegas last November was so successful (chaired by Lon McCracken), that we have decided to make it an annual event! So get out your notebooks (or palms) and prepare for a sensational year of learning! Why let time change what you can change now?

Please take time to explore CSP’s web site. We are continually adding new partners and discount options for our members. Benefits Chair, Cindy Fassler, promises some new and wonderful surprises in the immediate future....so stay tuned....and tune in often! We have added “counties” in our “member section” so that companies and associates can find you more quickly. Soon, you will be able to receive quick responses to business or industry questions from other CSP members in our new “Expert Corner” forum. Our Legislative report informs you of critical alerts and pertinent changes in the laws. In this business, ignorance is not bliss, so it is important to keep updated on a regular basis.

It will be an exciting year filled with success if we want it to be! Success isn’t how far you got, but the distance you traveled from where you started.

Kathryn Shepherd

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**Early Bird
Ends**

April 5, 2002

Our conference at Disney's
Paradise PierSM Hotel in
Anaheim is fast-approaching!
Register online at www.cspnet.org
(click on "News & Events")

April 26-27, 2002

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The ABC's To Avoiding Staffing Fee Disputes

By James J. Dowgialo, Attorney At Law

NOTE: This is a general discussion about complex legal issues; and thus a lawyer should be consulted regarding a specific situation or problem.

This article discusses several simple steps that all staffing firms should adopt to help avoid fee disputes with staffing clients. As an attorney who advises staffing firms throughout the State, I constantly deal with staffing firms with client fee and other disputes, many of which could have been avoided, or at least minimized, if they had followed these simple, but important, procedures:

1 Get It in Writing! Every staffing firm should have a "master service agreement" with all of their clients stating all the terms under which they provide their services, including fee terms and rate range, stating the due date for each temp and perm billing statement, stating when the fee is due (e.g., the staffing firm earns its "perm" fee when the candidate accepts the client's job offer); stating a provision that the staffing firm is entitled to its fee if the client secretly hires a candidate or "temp" for any position within a stated period after presentation, etc.

The actual fee rate or amount for a specific assignment should generally NOT be included in the "master service agreement" unless the staffing firm views the subject assignment/job order as a "one shot" transaction. With this one exception aside, the actual fee rate or fee should be stated either in an attachment or in the work assignment/job order confirmation that the staffing firm should send to the client upon receiving each assignment/job order.

2 Attorneys Fees Provision. Under California law, a prevailing party in a lawsuit cannot obtain its fees from the loser unless there is an attorney's fee provision in the parties' agreement. However, more importantly, an attorneys fees' provision provides substantial leverage in helping to resolve the dispute without any lawsuit.

3 Monthly Charge on Unpaid Balance. To also "encourage" timely payment, the agreement, and each re-bill, should state that the staffing firm has the option to charge 1½% per month (not called "interest" or "service charge") on the unpaid balance, and the firm should add such charge with every re-bill.

4 Conditional Refund Policy. Staffing firms often have vague or sloppy "guarantee" provisions, for example:

- Any "placement guarantee" should be conditioned on the client's timely payment of the fee (timely being on the due date).
- A "perm" placement "guarantee" should provide that only the staffing firm has the exclusive discretion to give a refund, credit, or replacement search. Sometimes it is best to refund some or all of an unreasonable client's fee rather than be saddled with trying to satisfy such client with a replacement search.
- Any replacement search "guarantee" should specify that the replacement search is limited to the identical position and qualifications.
- Any "temp guarantee" should require the client's timely complaint to the firm about the "temp."

5 Client Is Responsible to Determine Suitability.

The agreement should put a contractual burden on the client that it has the sole responsibility to determine the suitability and competence of the candidate in a "perm" situation (and competence of the candidate/temp/contractor in "high-tech" situations). Clients often later blame the staffing firm should the candidate's personality later not "fit-in," and often blame the firm when the client later determines that the "high-tech" candidate/consultant really was not an expert in the required arcane technical area, about which the client knows far more than the staffing firm.

6 "Temp" Client Responsibilities. The client should agree to be responsible for supervising the "temps" — agree to provide them with a safe, harassment /discrimination-free work environment; agree to not secretly change their work assignments; agree that they should not handle money or negotiables without prior permission; agree to provide all safety training; and agree to indemnify the staffing firm should it fail to fulfill these agreements.

7 E-Mail Agreements OK. The agreement should state that the parties may communicate and reach binding agreements by e-mail, which can facilitate easier fee agreements on future assignments.

These simple steps can save a staffing firm much time, money and future grief.

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Jim is a California attorney who has been practicing business law, including litigation, in San Francisco for over 26 years. He has represented and advised staffing firms throughout the state for many years, and is keenly aware of their specific problems. In addition to his regular contributions to "Inner View," he is the legal author for "Staffing Industry Report." Jim is an associate member of CSP and may be reached by phone at 415-362-1300.

"Embrace the Magic" at Disneyland

Come to the Conference and Bring the Whole Family!

This year you can attend the conference while your family goes to the Disneyland® Resort or Disney's California Adventure™ park. And because the conference is only two days (Friday & Saturday), stay over and join them at the Park on Sunday! Our conference hotel, Disney's Paradise Pier™, overlooks Disney's California Adventure™ park, so you're already there!

This year's conference has been totally redesigned based upon feedback we received from you!

- ✿ Two full days instead of three equals less time away from the office!
- ✿ Lower attendee rates to make it more affordable for all!
- ✿ Longer, "hands-on" sessions give plenty of time to explore the subject in depth!
- ✿ More industry-specific speakers!
- ✿ April instead of June!
- ✿ For complete information and registration, click on "News and Events" at our website (www.cspnet.org).

Register Today! Early Bird Ends April 5!



Visit Disneyland® park — walking distance from Disney's Paradise Pier™ Hotel, the site of our conference



Help them Heal, Learn & Grow!

Canyon Acres Children's Services is a non-profit organization for severely abused and emotionally troubled children. The Orange County Chapter of CSP has supported Canyon Acres since 1998. They have raised over \$8,500 for this organization and have provided presents for an average of 50 children each Christmas.

The Orange County Chapter thanks all of the members who have supported the children throughout the years and they hope that your hearts will continue to go out to all of the children.

Because the conference is in Orange County this year, the Chapter is organizing a special Fundraising Raffle in conjunction with the conference. Tickets are only \$5 each. You may purchase tickets when you register for the conference, or you may buy tickets at the conference registration desk on April 26 or 27. All raffle prizes will be on display at the conference registration in the Pacific Ballroom, and there are going to be some dynamite prizes!!

The drawing will be held in the Garden Pavilion at 4:45 p.m. on Saturday, April 27. Winners need not be present, but we hope to see you there for this gala affair!

Free Advice — Compliments of Peter Leffkowitz

In 1999 Peter Leffkowitz was a speaker at our convention in Burlingame. It was standing room only. Peter rarely speaks at conventions anymore, preferring instead to conduct all recruiter training at his Tall Pony Ranch in Missouri. We feel very fortunate that he has agreed to spend a full day with our conference attendees.

In addition to his 6 hours of “hands-on” training, we have also scheduled a very special “Lunch with Peter” limited to the first 40 recruiters who register for the luncheon (additional \$40). For complete details, visit our website (www.cspnet.org) and click on “News and Events.”

Peter has offered the tidbits below as an appetizer to the day he will spend with us on April 26, and as a “thank you” for the support from our industry.

Job Order “Control”

“Mr. Employer, during the course of any given month my company is responsible for filling anywhere between 7-12 positions that are almost identical to the one you’ve started to explain. As a result, it becomes critical that we PRIORITIZE which client will get exposure to our top tier of (titles).

Some of our clients are in 911 modes, others are simply kicking tires. With your permission, I’d like to take you through a series of questions that will help me make a good decision as to where you stand in this relatively competitive market. Thanks.”

Correct Order of Job Order Intake

- 1 Overall outcome achieved by the hiring of this contributor
- 2 The description of responsibilities
- 3 The minimum professional qualification
- 4 The compensation package
- 5 The hiring process
- 6 Consequences of not hiring
- 7 Fee approval

Recruiter Tips — Verbal Tidbits

- 1 Try not to say the words “sign our contract.” Instead, try “acknowledge our agreement.”
- 2 “My thoughts aren’t important, what do you think about it?”

- 3 Opening phrase anytime after first interview with a candidate: “What’s changed since we last spoke?”
- 4 One of the most powerful appetizers: “Can I make a suggestion?”
- 5 “How will you know you have ultimately found the right job?” (the answer will be in “SEE,” “HEAR” or “FEEL” terms. Use that theme throughout your relationship with that candidate.)
- 6 “Nothing personal, just business” (builds character big time).
- 7 To a fellow recruiter hell bent on interrupting you: “Sue, is this as important or more important than my next phone call?”

For Owners — The Driving Test

Before hiring your next recruiter, take them to lunch and ask *them* to drive.

- 1 The car will be disgusting or clean—so will their desk. The excuses will have the same degree of believability here as they will at work.
- 2 Give them lengthy (but reasonable) verbal directions early in the drive. Observe their retention or inability to process and use that to adjust expectations in their training.
- 3 Smooth transitions on the road (lane changes, adjusting to other drivers) means smooth transitions at work.
- 4 Test assertive, passive or aggressive orientation to other drivers. It’ll be the same on the phone, as well as to colleagues. You’ll also see risk orientation.
- 5 Change lanes first, then check mirror? She’ll call someone’s candidate and then ask, “anyone own him?”
- 6 Stop signs sneak up fast? Foresight on a deal’s ability to blow up will be weak, too.
- 7 Rolls through intersections, checking cross traffic way before the stop sign? Probably good foresight and high risk orientation.
- 8 Scared to death of his driving? Checking traffic for him and giving an OK to change lanes? You’ll never trust his deals either. Be ready for high maintenance.
- 9 Needs gas real bad before getting lunch? What do *you* think?
- 10 Can’t talk and park simultaneously? Single task focused and can’t be coached during a call.

Driving tests hardly ever fail!

News For Our Members

Effective January 1, 2002, there has been an important change in The Consumer Credit Reporting Agencies Act section 1785 that affects everyone in the staffing business. It is Senate Bill 655.

The California Civil Code has been amended and imposes new requirements on background screening, whether conducted internally or through an investigative consumer reporting agency. The law imposes:

1. Specific language must be placed on the cover page of any report.
2. Changes regarding the number of years that consumer reporting agencies may report information.
3. Companies using a background screening vendor are required to give a copy of the report to the subject of the report.
4. Anyone who performs a background check, in lieu of using an outside agency, is required to give a copy of the report to the subject of the report.

In response to the new requirements and changes, member company InfoLink is programming its system to place the required language on reports where required. They are also programming their system to make it more efficient for you to send the report to the subjects of your reports.

For a complete copy of SB655, contact InfoLink at 818-990-4473, or visit the Senate's website at www.sen.ca.gov and click on the "Legislation" link.



Save the Date!

Our conference at Disney's Paradise PierSM Hotel in Anaheim is fast-approaching!

April 26-27, 2002

CAC Accreditation Offered in Eight Markets!

Have you wanted to take the CAC exam, but the location wasn't convenient? Have you been in the staffing business at least 6 months? Do you want to add the letters "CAC" after your name on your business card? Do you want to be recognized as a true professional by your clients? Do you want to be more knowledgeable about your profession? Want to set yourself apart from the competition?

If you answered "YES" to any of the questions above, you need to register for the California Accredited Consultant (CAC) exam. It is being offered in eight separate cities (specific location to be determined) on April 20, 2002:

- ☞ Sacramento
- ☞ San Francisco
- ☞ Santa Clara Valley
- ☞ Los Angeles
- ☞ Torrance
- ☞ Orange County
- ☞ Inland Empire
- ☞ San Diego

To enroll and receive study materials, you may register online at www.cspnet.org (click on "Accreditation/Certification") or request a registration form by e-mailing lynn@cspnet.org. Cost for study materials, study session, exam and certificate is only \$125 for members.

It's Coming!

The 2002 membership directory will soon be mailed to all members on CD. There has been a delay in the replication of the files, but rest assured that it has not been forgotten. The information in the directory is based upon all companies who were members as of December 15, 2001.

In the meantime, please remember that all member companies are listed on our website — complete with links to e-mail addresses and websites. The website directory also lists members by the industries in which they place candidates. The database is uploaded to the website monthly, so if you need to make a change to your company's information, please call Lynn Ebro at 800-799-9725 or e-mail lynn@cspnet.org.

Winning Sales Strategies of Top Performers

Editor's Note: Barbara Sanfilippo is a featured speaker at our upcoming 8th Annual Educational Forum. This is a sneak preview of her presentation. Come and hear more!



By Barbara Sanfilippo, CSP, CPAE

Attract business to yourself: Imagine being flooded with phone calls and emails from hot prospects requesting information on your products and services. Top performers have a philosophy that works. "Don't make cold calls—attract warm calls."

By infiltrating key target markets and positioning yourself as "the expert," you can achieve celebrity status in your niche. Ask your best customers/prospects three questions:

1. What professional industry association do you belong to?
2. What industry magazines, journals or newsletters do you read?
3. Would you guide me on attending or speaking at your association meeting and submitting an article for their publication?

Establish credibility and differentiate: How can you stand out from the pack of sales professionals and consultants all offering similar services? It certainly helps to package yourself professionally. Consider including the following items in your promotional package:

- A jazzy bio sheet listing your experience, training, certifications and industry associations. (This is not a résumé.)
- Your personal mission statement describing your commitment to your customers.
- Your service standards and guarantee.
- Client testimonial letters.
- Articles published in your industry, trade magazines and newsletters or those read by your customer.

Prepare, prepare, and plan your calls. Today's customers and prospects have no time to waste. A sales consultant who demonstrates a keen understanding of customers' needs and shows up "prepared" will earn the business.

Gathering information on your prospect and the company is critical to your success. Try the following suggestions:

1. Review their web site.
2. Call ahead for the latest product brochure and annual report.
3. Ask for a copy of their strategic or marketing plan and see if you can tie your service to the strategic goals of your customers.
4. Ask for a copy of the organization chart to get familiar with the various departments and identify key decision makers.
5. Ask for some staff and customer newsletters.
6. Interview a few of the key people in advance of your meeting.

In addition to reviewing key documents, it's helpful to review the following questions in advance:

1. What is your objective for the call?
2. Who is your competitor for the business and how are you better?
3. What services do you anticipate this customer needs?
4. What key "open-probing" questions will you ask?
5. What are the benefits you will stress?
6. What are the most difficult objections that may arise?
7. Who are the key decision makers and influencers?
8. What will be your closing statement or next step?

Coach and critique your sales calls. When was the last time you had a sales manager or respected peer critique your call? It's amazing how sloppy we can get over the years and not even know it. Top performers never say, "I'm a seasoned sales professional." Superstars are always looking to improve their performance.

Can you guess what the top three weakest areas are for most sales professionals? Number one is probing, particularly open-probing. Most salespeople talk too much and listen too little. Second is not asking for the business. Finally, many sales professionals are unprepared and waste the prospect's time. So why not decide to be the best? Ask to be critiqued. Invite a sales superstar to be your coach and mentor and take them on a call.

Compete on service, not price. Chances are there will always be a competitor who can beat your price and a customer looking for the lowest price. We can rarely win at the price game, however, we can compete on service.

Most customers will pay extra if they can receive reliable, dependable and consistent service. To become a more customer-focused sales professional, try the following:

1. Randomly sample at least 5-10 customers a week or month to rate their satisfaction. Conduct a quarterly or annual client review meeting with your best customers.
2. Survey your customers to find out what they expect from your service and what good service means to them. Use the information to create measurable or verifiable written service standards.

Be persistent and consistent. Top performers don't give up easily. Most sales professionals will call a prospect 2-3 times, nearly half will follow up 4-5 times and only the top 10% will make the 6-10 contacts necessary to get the business. A brief email, handwritten note, article or fax is all you need to keep your name in front of the prospect.

The key is to have an excellent contact management system

(Continued on Page 8)

News From Our Members

WELCOME

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Terri has been in the staffing industry since 1990 and started her own firm in the beginning of 2001. TAD Executive Search specializes in the full time placement of sales, distribution and management personnel in the food & beverage industry, transportation/distribution, manufacturing, management and human resources. TAD Executive Search's goal is to create customer loyalty and candidate satisfaction through providing excellent service.

Winning Sales Strategies

(Continued from Page 9)

to keep conversation notes, determine the next step and schedule a reminder call or note. Be persistent in your sales efforts and consistent in your follow-up!

Dream Big! While waiting for your sales to increase and your dreams to appear, it's important to focus on success and avoid discouragement. Pictures are a powerful visual reminder of your future dreams because they impact your emotions and increase your desire.

An average performer believes, "A dream is a fantasy event in my life never meant to occur." A top performer believes, "A dream is a future event in my life waiting to occur." To increase your sales effortlessly and achieve your life's dreams, you must believe you deserve it.

Barbara Sanfilippo, CSP, CPAE, is an enthusiastic and popular keynote speaker, author and consultant specializing in sales, service and motivation. She is one of 75 speakers worldwide to have both the CSP (Certified Speaking Professional) designation, and the CPAE, Speaker Hall of Fame award from the National Speaker's Association. To order her book, "*Dream Big! What's the Best That Can Happen*," CDs, or to inquire about speaking/training services, contact Barbara at www.RomanoSanfilippo.com or call toll-free 1(877) ISUCCEED.

Kimco Staffing Services Acquires Madsen Services

In July of 2000, Madsen Services, Inc., and Medi-Quest Staffing Services were acquired by Kimco Staffing Services, Inc., an independent, regional staffing firm based in Irvine, CA. Kimco was founded in 1986 by Kim I. Megonigal, former president of Thomas Staffing, who grew the company to \$100 million in sales and 25 branch offices throughout Orange, San Bernardino, Los Angeles, and Riverside Counties. The acquisition of Madsen represents Kimco's first expansion outside of southern California.

On February 25, 2002, Madsen formally adopted the Kimco name. Kimco supports its commitment to clients and vendors with a strong financial position, a \$5 million line of credit, and a founder who remains active as CEO and major stockholder. The acquisition was a very positive and exciting experience for the entire Madsen/Medi-Quest team and are looking forward to continuing their relationship as part of the Kimco family.

Both Madsen/Medi-Quest and Kimco are long time members of CSP and/or its predecessor organizations, CAPC and CATSS.

For Sale

**TempTrax Software
with 5 licenses**

Below cost and negotiable!

The manufacturer (TraxStar) has agreed to reissue an upgraded disk with the new purchaser's name burned in.

Sandy White, CTS

White's Consulting Service (formerly ExecuTemp, Inc.)
909-696-1539

sandywhite60@earthlink.net

Recent Changes to California Law

By Brent Giddens
Sonnenschein, Nath & Rosenthal

For the first of my Legal Updates of 2002, I thought it would be helpful to provide a suggested list of policies and procedures which you may need to update based on recent changes in California law. I have only included the changes which I felt had the greatest general implications—there may well be other significant changes which affect your particular company.

1. Arbitration. If you have adopted a mandatory arbitration procedure for your employees, ensure that it meets the requirements set forth in the California Supreme Court's decision in *Armendariz v. Foundation Health*. Among other requirements, the agreement must be mutual, the Company must bear all expenses the employee would not bear in a court action, there must be a written decision capable of judicial review, there must be a clearly understandable waiver of the right to seek judicial relief, and the arbitrator must have the authority to grant any relief a judge would be able to grant.

2. Independent Contractors. Every calendar year, all independent contractors must be reported to the EDD within 20 days of contracting to pay, or paying (whichever is less), \$600 or more.

3. Unemployment. The revised unemployment and disability insurance pamphlet (Form DE 2320) is required to be given to employees at the time of termination, layoff, or leave of absence. The Form has been revised for 2002 to reflect increased benefit levels.

4. Employment of Minors. New forms—Permit to Employ & Work, and Statement of Intent to Employ Minor & Request for Work Permit (Forms B1-4, and B1-1).

5. Postings. All current IWC Wage Orders end in 2001, except Wage Order 5 (ends in 2002). You now must post an official copy of the posting. In years past, a downloaded copy was sufficient. Not anymore. If you are a federal

contractor, you need a new Beck posting. Be sure to post your OSHA log 200 summary from 2001 in February, and get a copy of OSHA Log 300 for 2002.

6. Drug Testing. If your company is covered by the DOT Regulations, some changes were made last year. Get the most current regulations and implement the new requirements.

7. Handbook Revisions. Be sure (a) your FMLA/CFRA policy covers how the 12 month period is calculated (rolling 12 months is the only way that makes any sense); (b) your sick leave policy provides the right to care for a domestic partner, or their child; and (c) if you have an "English only" policy, or otherwise restrict the use of foreign language in the workplace, have your policy reviewed by counsel. It now must be justified by "business necessity," and there must be clear notice given to the employees of the restrictions and consequences for violation. Very few employers will be able to meet this standard.

8. Harassment. It is a good idea to annually redistribute your harassment policy (which should cover sexual harassment and harassment based on any protected class). If you have not conducted any training of your supervisors in the last two years, it's time to train them again. Such training is critical to your ability to defend against punitive damages should you be sued for discrimination or harassment. Also, if you use an outside non attorney consultant to conduct investigations, a recent administrative bulletin may require such consultants to have a private investigator's license.

9. Lactation Accommodation. If you employ nursing mothers, or employees who have stated their intent to nurse, you need to consider how to accommodate such mothers. Specifically, you need to provide a private room (not the bathroom), which may be the employee's office (but not cubicle). Employees may be required to use their 10 minute break

for this purpose, but if it is not enough time, they must be allowed to take additional time (which may be unpaid for hourly employees).

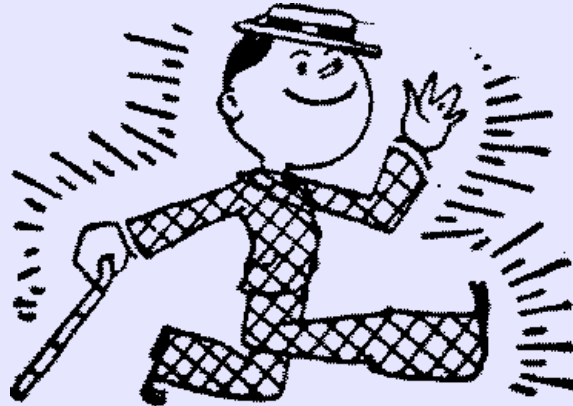
10. Wage & Hour. The minimum hourly wage in California has been increased to \$6.75, which affects not only minimum wage workers, but also salaried workers. To maintain exempt status, all salaried workers must earn at least \$2,340 per month (annualized at \$28,080), in addition to meeting the other requirements for exempt status. This also affects the calculation of split shift premiums. In addition, computer professionals now must earn at least \$42.64 per hour to remain exempt. Monitor meal and rest period compliance—the fines for non compliance add up quickly. There are also new meal and lodging credits which can be applied against minimum wage requirements. Also, many California cities have adopted so called "living wage" ordinances which require higher than minimum wage be paid to workers in its jurisdiction. Check to see if your city is among them—effective 7/1/02.

11. Lawful Conduct. Employers may not discriminate against employees or applicants who engage in lawful conduct outside of working hours. Sounds harmless enough, but it may prevent employers from terminating or refusing to hire employees who engage in conduct viewed as conflicting or competing with the employer's business. For example, it may prevent employers from enforcing an across the board policy prohibiting moonlighting (unless the employer can show a direct conflict of interest), or prevent an employer from taking action against an employee or applicant for legal conduct to which the employer objects (e.g. working at a strip club, or being active in an organization to which the employer objects).

12. Mass Layoff. Severance payments under the WARN act no longer affect a laid off employee's ability to qualify for unemployment insurance.



Meet James R. Pierce



James Ralph Pierce was the strongest advocate, hardest worker, and confirmed believer in our trade association, as evidenced by his election as President of California Staffing Professionals-CSP (then California Employment Association-CEA) in 1960-62 and 1967-68. Born in Vermont, a Harvard graduate in Industrial Engineering, he was a genealogist by avocation. He formulated CSP's California Institute of Education for Consultants-CIEC (now California Accredited Consultant-CAC) program. As an officer, he spread the CIEC educational gospel that the National Association of Personnel Services (then NAPC) adopted. Alert to legislation adverse to our profession, he testified many times in Sacramento before committees to acquaint legislators with our aims and goals. He was a master at selling CSP programs and brought wisdom and leadership with all his decisions. Jim's devotion to CSP will live forever in the memories of all who knew him.

CSP'S JAMES R. PIERCE AWARD

**Recognizes Lifetime Achievement of an Individual of California Staffing Professionals
(or our predecessor organizations CAPC and CATSS)**

Your nomination of a deserving staffing industry person should be accompanied by a brief summary of achievements and qualifications.

Please e-mail rchristy@jps.net or fax (413-425-8434) your nomination to Rob Christy by **March 30, 2002**. The James R. Pierce Award recipient will be honored at the CSP conference in Anaheim in April.