

Chamber News

www.RochesterBusinessAlliance.com

May/June 2008

News to Know

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Visit Every Member Campaign

Our membership staff continues to hit the pavement, bringing members a token of appreciation for membership.

So far they have delivered more than 500 by car and even by foot!

They've traveled to businesses and homes; members with one employee and members with thousands of employees. We hope to visit you soon if we already haven't.

Friday Business Briefings

May 16, 2008

"I Think I Have a Training Problem..."

June 6, 2008

The Challenge of Balance: Beating Stress Before it Beats You

June 20, 2008

Making the Invisible Visible: The Human Principles that Sustain Innovation and Growth

Time: 8-9 a.m.

Location: Rochester Business Alliance,
150 State St.

Open to: Members only (no cost)

To register, call Edna Smith at
(585) 256-4641 or e-mail

Edna.Smith@RBAAlliance.com

Tackling Health Care Costs



The rising cost of health care in our region has surfaced in member satisfaction surveys, at our Breakfast with the CEO meetings and in general conversation with our members as the number one issue facing employers. Since the formation

of the Health Care Initiative in 2006, the Rochester Business Alliance has been tackling this issue from several different angles, with an emphasis on reducing costs of health care for employers and their employees while improving quality and access.

One initiative that has been gaining participation with each offering is the "eat well. live well." challenge offered to the community by the Rochester Business Alliance and Wegmans Food Markets. This program seeks to improve the health of area employees by developing strategies that target obesity in our population.

More than 160 companies are participating in the Spring 2008 challenge, up from 120 companies that participated in the Spring and Fall challenges last year. We're confident that we'll break last year's 15,842,099,120 steps and 6,257,812 cups of fruits and vegetables consumed by the 42,000 participating employees.

Other Health Care Initiatives:

Generic Utilization

•By identifying areas of opportunity and working closely with Excellus BlueCross BlueShield, Aetna and Preferred Care, our community can lead the nation in the increased utilization of generic drugs. When medically appropriate, the use of generics can lead to significant savings.

Lean Six Sigma

•Lean Six Sigma principles focus on improving business through the use of highly efficient practices with a special emphasis on speed and quality. Rochester's hospital systems have committed to the application of Lean Six Sigma within their organizations. In addition to reduced cost of care, the practices have produced other encouraging results. It is expected that, under this initiative, Rochester can become a national leader in the delivery of highly effective health care within five years.

Physician Pay Principles

•Rochester Business Alliance's health care planning team continues to work closely with Excellus BlueCross BlueShield and the University of Rochester Medical Center in regards to physician compensation. Maintaining the appropriate supply of physicians within our region is also an area of focus.

Rochester RHIO

•The goal of Rochester RHIO (Regional Health Information Organization) is to improve health care efficiencies, quality and coordination by providing authorized medical professionals secure online access to patient records.

•In March, Rochester RHIO received two grants totaling \$12.7 million to help area physicians, health centers, behavioral health/chemical dependency providers. In addition, the funding will help to expand the reach of Rochester RHIO's health information exchange to emergency providers and patients. These efforts will benefit patients by reducing repeated tests, easier second opinions, reduced risk of medical mistakes and faster emergency treatment.

Look for an update on the initiative's progress in upcoming publications and online at www.RochesterBusinessAlliance.com. ★

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From the President and CEO...

We at the Rochester Business Alliance join the community in anxiously awaiting the recommendations of the 2020 Commission, due this summer.

This commission, appointed by the Finger Lakes Health System Agency, will make recommendations regarding capital investment and modernization for health care institutions in our region. This 15-person committee, which includes Rochester Business Alliance Chairman Ed Pettinella and Secretary Susan Holliday, has a critical mission: balancing investments needed to improve quality and access to care with how much the community can afford to support.

One reason I'm interested in their findings is that the Rochester Business Alliance has been working aggressively to introduce solutions to that very same issue. Our members have told us repeatedly that the rising cost of health insurance is a significant impediment to their growth. So in 2006, we launched the RBA Health Care Initiative, bringing together key stakeholders in the health care system to work toward improving quality, increasing access and reducing costs.

In the cover story to this newsletter, you read about the most visible project on the Health Care Initiative agenda – “eat well. live well.” challenge. But that's only one of the health care-related projects that the Rochester Business Alliance has been working on.

Earlier this year, we helped broker a deal to raise physician fees under Excellus BCBS plans up to national averages. This is essential to attract and retain the best physicians, as well as an adequate supply of doctors. What makes this agreement unique is that premium increases will be shared

by employers, hospitals and Excellus.

Hopefully you've also heard about the Greater Rochester Regional Health Information Organization, which will allow, with patients' permission, the electronic sharing of medical records among providers. This will not only save dollars and time, but could also save lives by giving providers immediate access to crucial patient health data. The Rochester RHIO began its Pilot Phase in late 2007, and will be rolled out to area physicians during 2008.

What other issues are we tackling? We are working with area health systems to institute Lean Six Sigma practices at the major hospitals, aimed at reducing costs through increased efficiencies.

And we're in the midst of an educational campaign to promote increased use of generic drugs where appropriate. Rising prescription costs are a significant driver of health care prices. Studies have repeatedly shown that appropriate use of generics can substantially lower costs while still delivering effective treatment. We are currently working with the area's health insurers, doctors and health systems to increase the prescription of generics.

So as you can see, we are hard at work. We will keep you updated on our progress. ★




Sandy Parker

Upcoming Events

Date	Event	Time
May 14	Meet the Top 100 - DDS Companies	7:45 - 9 a.m.
May 19-23	PGA Senior Tour	6 a.m. - 7 p.m.
May 22	Breakfast with Our CEO	8 - 9 a.m.
June 4	Meet the Top 100 - Sunnking	7:45 - 9 a.m.

For more information or to register, visit our calendar online at www.RochesterBusinessAlliance.com.

April Speaker Events Sell Out to Crowd

On the morning of April 23, two authors and leading experts – one in the healthcare industry, one in business leadership - spoke to sold-out crowds.

Ian Morrison, internationally known author and health care consultant, presented to more than 70 professionals at the Hyatt Regency Rochester about “The Future of Health Care: the Quest for Value for All Americans.” His presentation was co-sponsored by the Rochester Business Alliance and Unity Health System.



Ian Morrison forecasted trends in health care to a sold-out crowd

A crowd of 400 gathered for Stephen M.R. Covey’s presentation on his new book *The Speed of Trust*. The ballroom at the Rochester Riverside Convention Center was filled to the brim with tables and guests. Covey described how to use trust as an economic driver and emphasized the value of trust in the business environment. The event was presented by the Rochester Business Alliance, National Human Resources Association, the Genesee Valley Chapter of the American Society for Training & Development and National Human Resources Association. ★



Stephen M.R. Covey spoke about using trust as a business tool

Call for 2008 Top 100 Nominations and Sponsorship

There are two ways to be part of the 2008 Rochester Top 100 – be on the list or be a sponsor.

Applications are now available to businesses that want to compete for a place on the 2008 Rochester Top 100 list of the region’s fastest-growing privately held businesses. Interested companies can download the application at www.RochesterBusinessAlliance.com or contact Susan George at (585) 256-4612. To be eligible, companies must be privately held, headquartered in the Rochester region, and must have at least \$1 million in annual revenues for each of the last three years.

Companies not competing for a place on this year’s list are invited to consider becoming sponsors of the annual Rochester Top 100 event, set this year for Nov. 5 at the Rochester Riverside Convention Center. Last year’s event drew a record crowd of more than 2,000, and the Rochester Business Alliance is planning an even bigger and better event this

year. Sponsorships are available at a variety of levels, ranging from \$2,500 to \$20,000 – with appropriate sponsorship benefits attached. Companies competing for the 2008 Rochester Top 100 are NOT eligible to be sponsors.

The Rochester Top 100, now in its 22nd year, is a program of the Rochester Business Alliance and the local office of KPMG LLP. For more information, or to see the list of the 2007 Rochester Top 100, log on to www.RochesterBusinessAlliance.com. ★



2007 Rochester Top 100

From the US Chamber

Climate Change: Principles for Action

By Thomas J. Donohue, President and CEO



Most Americans have decided that climate change is happening and that human activity is a contributing factor. Today, the real debate is over what to do about it.

As the scientific inquiry continues-and it should-the U.S. Chamber supports public and private sector action to control the greenhouse gas emissions that contribute to climate change. We believe that action should be guided by three principles.

Efficiency-We must encourage and require stronger action by all energy consumers to use fuel and power more efficiently in buildings, appliances, consumer products, and transportation.

Technology-Government and business should support investment in new technologies that expand alternative energy and allow us to use traditional sources more cleanly-while taking care not to mandate the use of technology that does not yet exist.

Global action-The United States should exert strong leadership to conclude a successor agreement to the Kyoto Protocol. To work, this agreement must include all major carbon emitting economies.

There are also things we should not do. We should not implement policies that damage our economy or force American jobs overseas. And we should not enact policies that ignore the importance of having continued access to traditional energy sources-including coal, oil, gas, and nuclear-as well as alternatives.

The Chamber will continue to play a leading role in the climate change debate and embrace positive solutions. ★

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In each issue of Chamber News, we'll feature information on one of our six affiliated groups. This issue, our spotlight is on Women's Council .



By Deborah Standardi
Council President

I am pleased and honored to serve as the president of the Women's Council for 2008. The year got off to a great start with one of our signature programs, the 22nd Annual ATHENA Awards. This year's recipient, Dr. Ruth Lawrence, professor at the University of Rochester Medical Center, has a distinguished record of professional and personal accomplishment and an extraordinary exemplar of the tenets of the ATHENA program. All of our 21 finalists were well representative of the diversity and exceptional talent that has been a source of our region's strength and vitality.

Our next signature event is our annual Young Women of Distinction Scholarship Program from 5:30 to 7 p.m. on June 5 at the Rochester Museum and Science Center. The selection criteria for this scholarship program mirror the ATHENA tenets. Like our ATHENA honorees, these young women, all high school juniors and seniors, are inspirational role models in whom we can all take a great deal of pride.

Visit our website at www.grwc.com for more details about all of these programs.

The Women's Council is a great way to get connected in our community. We invite all interested women in business, education and/or the non-profit sector to join us and to take advantage of the many interesting and rewarding opportunities offered by the Women's Council. ★

To learn more about Women's Council, call Susan George at (585) 256-4612 or e-mail Susan.George@RBAlliance.com.

Upcoming Affiliate Events

Greater Rochester Quality Council

- The Human Factors of Performance Excellence - June 19

Small Business Council

- Headliner with Steve Tasker - June 4
- Small Business Boot Camp: Economic Incentive Programs Available to Small Businesses - June 25

Transportation Council

- Golf Outing - June. Details coming soon.

Women's Council

- Young Women of Distinction Award - June 5

For more information about these events, visit the [Affiliated Groups page](#) on our website.



Rapid Growth Can Be Exciting...and Overwhelming

Strong demand for your product or service is a sure sign of success. But it's also possible to be too successful – that is, having more orders and requests than you're able to fulfill.

At first, that might sound like a good problem to have. But if you don't act quickly, this dream-come-true can quickly deteriorate into a nightmare of frayed nerves, broken promises, lost clients, and irreparable damage to your reputation.

Here are some tips for dealing with over-demand:

Get a status check. You can't make good decisions unless you have an accurate picture of where everything stands. If you manufacture a product, see what might be needed to incorporate the new orders into your processes. Can your existing suppliers provide the needed materials? Are alternate sources available? If you're a service business, can you rearrange your schedule and still meet your existing commitments? Plan wisely, as measures to meet short-term demand can also disrupt your long-term plans and operations.

Assess the costs. Whether it's a temporary up-tick or sustained upward trend, responding to high demand may require an immediate investment of capital. Weigh your options against your cash flow and other resources. Hiring temporary workers may or may not

be as affordable as overtime for your current staff. You may also have to pay a premium for rush orders of materials, or by using other suppliers.

Be honest with your customers. Explain that you're short on time or inventory, and specify how long they may have to wait before you can fill the order or take on the assignment. Remember that you can't please everyone. Some people will be willing to wait; others will look elsewhere.

Be honest with yourself. While it may be tempting to take on new orders and assignments in the name of growing your business, it's still up to you to manage everything. Don't overtax yourself or your resources. And certainly, don't let increased demand compromise your health or personal responsibilities.

Refer customers to others. Nobody likes turning away business, but it's better than the consequences of missing deadlines or producing poor quality work. Refer opportunities you can't handle to other vendors or contractors who you trust will do a good job. Customers will appreciate your candor, and remember you as a problem-solver and information resource. That increases the likelihood that they'll come back.

Get help. Contact SCORE Rochester at (585) 263-6473, and ask about the SMART Program.★

Budget Includes Funding for Community Coalition Projects

By Chris Wiest
Vice President of Public
Policy and Advocacy



The Rochester Community Coalition garnered a big success in its first year in existence.

The state budget, approved last month, includes full or significant funding for six of the seven projects identified by the 20-member coalition of business, labor, government, non-profits and academia as deserving support because they are essential to spurring job creation in our community. The lesson learned is that a collective, unified voice does make a difference in Albany. Funding received includes:

- \$50 million for the Clinical and Translational Science Institute at the University of Rochester, which will create more than 800 construction jobs and 600 permanent jobs in our community.

- \$55 million to make the Midtown Plaza site shovel-ready for PAETEC corporate headquarters, bringing up to 1,200 employees downtown and spurring downtown revitalization.

- \$14.1 million of a requested \$34.7 million increase in AIM funding for Rochester. Although the increase does not bring Rochester to per capita aid parity with its Upstate neighbors, it is – at 17 percent - one of the largest percentage increases.

- \$12 million of a requested \$50 million for the Golisano Institute for Sustainability at the Rochester Institute of Technology, which at full build-out will help to generate a projected 6,000 permanent jobs.

- \$980,000 of a requested \$1 million to expand the Hillside Work-Scholarship Program, allowing 1,200 more students to participate in this graduate-improvement program by 2010.

- \$500,000 reappropriation for the Rochester

Area Colleges Center for Excellence in Math and Science at Nazareth College, which aims to make Rochester a national model in math and science education at all grade levels.

The coalition is particularly appreciative to our local delegation for their continued support and advocacy on behalf of the Greater Rochester region. And we thank everyone who participated in our e-advocacy campaign to let our government leaders know of their support for this community agenda.

This summer, representatives of the Rochester Business Alliance, which convened the coalition, will again meet with community leaders and its partners to formulate priorities for 2009. And coalition members promise to be back next year to push for agenda items not fully addressed in this year's budget, such as mandate relief for Monroe County.

To learn more, visit the Public Policy and Advocacy section at www.RochesterBusinessAlliance.com. ★

Unshackle Upstate Update

The approved \$121.7 billion New York state budget for 2009, while less than originally proposed, still raises spending by more than four percent.

Unshackle Upstate supports the focus on Upstate economic development, reflected in the \$700 million in authorized funding for regional initiatives. This funding is a targeted investment that will lead to job creation.

We continue to be disappointed, however, that the budget shows little, if any, effort to rein in the cost of doing business. Nor does it address Unshackle's call for tax relief for individuals and employers. Balancing spending with tax cuts is tricky, but the economic future of New York depends on leaders striking a better balance between capital investment and long-term structural tax relief.

Budget aside, there is much work to be done before the end of this legislative session.

Unshackle will focus on urban site development,

particularly the areas of "shovel-ready" sites and brownfields.

Making sites "shovel-ready" entails removing obstacles to development. Employers looking to expand or relocate are more likely to invest in sites where environmental planning, zoning and infrastructure considerations have already been addressed.

Midtown Plaza is a prime example. Once a plan was developed to make the site "shovel-ready," including assistance from the state, PAETEC agreed to construct its corporate headquarters there, bringing jobs downtown, generating commerce.

Brownfields restrict economic growth in every upstate city. It is estimated that the city of Rochester may have 3,000 acres with brownfield problems, of which 90 percent are privately owned.

In Upstate, low property values and a depressed economy have limited the number of brownfield

projects undertaken by the private sector. Accelerated cleanup by the private sector is essential to economic revitalization in Upstate.

Unshackle Upstate has assembled an expert advisory committee to help develop recommendations on brownfield legislative reforms. Unshackle has been actively engaged in discussions with local and state leaders, has sent letters on this matter to Gov. Paterson, key state agency officials and legislative leaders, and is headed to Albany this month to lobby. We are optimistic that brownfields legislation will pass this session, and include recommendations advanced by Unshackle Upstate.

Finally, Unshackle Upstate will continue to defend against legislation that will negatively impact our members, including the Paid Family Leave Act and the costly Industrial Development Agency legislation.

To learn more about Unshackle Upstate efforts and how you can help, log on to www.UnshackleUpstate.com. ★



2008 Annual Wage and Salary Surveys Released

Results are out for Rochester Business Alliance's 2008 Annual Wage and Salary Surveys.

Participation in this year's survey continued strong, with 204 Rochester Business Alliance member companies, representing some 96,900 employees, completing at least one of the surveys. Wages and salaries are surveyed in four categories of employees: nonexempt, manufacturing, professional/managerial, and health care. In total, data was reported on more than 340 jobs.

For the 2008 survey of nonexempt employees, 198 companies responded. Starting and average rates by job category were reported as follows, with 2007 figures in parenthesis.

	Starting \$/hr	Average \$/hr
Clerical	\$9.97 (\$9.36)	\$12.24 (\$11.41)
Unskilled	\$9.68 (\$9.52)	\$12.07 (\$11.66)
Technical	\$13.86 (\$13.76)	\$17.79 (\$17.25)
Secretarial	\$10.54 (\$10.08)	\$13.70 (\$12.77)
Skilled Trades	\$14.52 (\$13.81)	\$18.32 (\$18.13)

Other highlights from the Nonexempt Survey:

- The average cost of benefits as a percent of payroll is 28.6 percent, up from 28.1 percent in 2007.
- The average hourly rate paid for a nonexempt (hourly) job reported by 131 firms is \$15.01, up from \$14.89 in 2007.
- The average shift differential reported for 2nd shift is 72 cents per hour, up from 70 cents per hour in 2007, while for the 3rd shift it was 80 cents per hour, down from 86 cents per hour in 2007.
- From the 2008 Manufacturing Survey, the average hourly rate paid for a manufacturing

job, based on reporting from by 88 firms is \$14.59, up from \$14.27 in 2007.

Rochester Business Alliance Corporate and Partner members participating in surveys receive a complimentary copy of the results. Corporate or Partner members unable to participate in the wage surveys this year can purchase these or other surveys offered by the Rochester Business Alliance at the discounted member price as a benefit of membership. Information on all surveys conducted by Rochester Business Alliance as well as pricing information can be found at www.rochesterbusinessalliance.com/web/2006/10/surveys.aspx.

Rochester Business Alliance continues to publish the region's most comprehensive data on wages, benefits, HR practices, and other business-related topics, going back as early as 1919.

For more information on the above referenced surveys, or for other HR questions, contact Kathy Novak, director of research and surveys at (585) 256-4618 or e-mail Kathy.Novak@RBAAlliance.com or contact Jennifer Suppé, HR specialist at (585) 256-4608 or e-mail Jennifer.Suppe@RBAAlliance.com. ★

2008 Employer's Guide to NYS Labor Laws

This guide is published by the Rochester Business Alliance and updated each March by Nixon Peabody LLP. It provides information on New York State labor laws, including clear and concise explanations of each law, compliance requirements and other obligations and contact information for the government department or agency that regulates each law. In addition, the guide contains a reference table outlining posting requirements under New York State Law. Topics covered include:

- Nursing Mothers' Rights
- Payment of Wages
- Sales Commission Agreements
- Workers' Compensation Law

As a benefit of membership, HR contacts at all RBA members in good standing were recently sent an e-mail containing a complimentary copy of the guide in PDF format.

For those members interested in receiving a hard copy for a nominal fee and for nonmembers interested in more information on the guide, go to the order page on the Rochester Business Alliance website at <https://www.rochesterbusinessalliance.com/custom/forms/LaborLawGuideOrderForm.aspx>.

Members can request the free PDF by contacting Jennifer Suppé at (585) 256-4608. ★

- Disability Benefits Law
- Employment of Minors
- Hours of Work
- Human Rights Law
- Jury Duty
- Meal Periods
- Military Spouse Leave
- Minimum Wage/Overtime Pay



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www.RochesterBusinessAlliance.com

Workplace Blogging Policies

By Kevin Mulvehill
Phillips Lytle LLP



In recent years, employee blogging has dramatically increased. A “blog” is a Web site that contains an on-line personal journal with reflections, comments and often hyperlinks. This increase in employee blogging has resulted in a number of new legal concerns for employers.

Although writing a journal about one’s hobbies, interests and personal life sounds harmless, blogging presents serious legal issues for companies when employees comment about work or post blog entries while on duty. Through blogging, employees may express their gripes about their employers, supervisors or co-workers. Such comments can negatively impact the employer’s business relations and profitability. Employees may also disclose proprietary business information and blogs may expose employers to liability if they are used to post harassing, discriminatory, offensive, menacing, or threatening messages. Finally, blogging can decrease productivity if employees are updating their blog or reading new entries during work time. Consequently, employers should be concerned about what their employees are communicating and what they can do about it.

Phillips Lytle Labor and Employment attorneys encourage employers to develop a workplace blogging policy. We suggest that the policy address, at a minimum, the following:

- **Respect:** The employee’s blog should not be a forum for personal attacks on the company, its products, management, co-workers, competitors, or competitors’ products.
- **Company Logo/Trademark:** The policy should explain when, if ever, the employee may reproduce the company’s identifying marks within his or her blog.
- **Confidential Company Information:** Bloggers are required to comply with the company’s policies protecting confidential information with provisions protecting trade secrets contained in any employment agreement.
- **Copyrighted Materials:** The policy should explain the potential liabilities and penalties

relating to posting copyrighted material in the blog without authorization.

- **Disclaimer of Corporate Responsibility:** Bloggers must clearly communicate that the views expressed in their blogs are their own and not those of the company. Bloggers should also be instructed to state that they assume full responsibility and liability for any work-related content contained in the blog.
- **Securities Regulations:** Bloggers should not disclose “insider information” and may be required by the employer not to address any company-related activity during certain periods required by securities laws and regulations.

Generally, employees are not immune from employer policies just because comments are posted off-duty or off-site. In the private sector, an employee’s First Amendment freedoms of speech are limited. An employee may be free to say what he wants to say, but will suffer the consequences at work for making statements that harm the employer or its workers.

However, a limited number of states have enacted laws protecting employees from demotion, suspension, or discharge from employment for lawful conduct occurring during nonworking hours away from the employer’s premises. On a similar note, an individual employment contract or collective bargaining agreement may limit an employer’s right to consider off-duty conduct. In addition, whistle-blowing and labor laws may further limit the employer’s ability to take adverse action against the employee.

It is impractical for employers to try to eliminate employee blogging. As such, employers are encouraged to take appropriate measures to address the risks associated with blogging. Such measures should include:

- Developing and putting into practice policies

establishing the terms and conditions under which employees will be permitted to blog.

- **Educating employees about the company’s blogging policy.**
- **Notifying employees of the consequences of violating blogging policies.**
- **Appointing a corporate representative to handle employee blogging questions.**
- **Developing and implementing a system for monitoring the blogs for content that violates terms of use, employee policies or applicable laws.**
- **Ensuring that any personal information gathered via blogs is handled in compliance with applicable privacy laws and company privacy policies.**

Employers with questions about workplace blogging may contact any Phillips Lytle Labor and Employment attorney at (585) 238-2000.★



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Wellness in the Workplace

Effective Use of the Internet

By Patti Singer



Everything seems to be on the Internet these days, including health promotion programs. As the portability and relatively low expense of Web interventions make them more popular, questions arise about how to make them successful. To enhance positive results, start with a focused health risk assessment, tailor the intervention to the respondent and concentrate on behavior change.

Limit the HRA to about 20 questions, suggests Allyson Faist, president and CEO of MEDeCoach. Most problems are rooted in nutrition and exercise, so stay with questions that assess risk in those areas rather than delve into medical or family history.

Tailoring the message means that it's focused on the individual and gleaned through the HRA, according to researchers at the University of Michigan – Flint. When participants receive messages unique to them, they are more likely to stay engaged. Tailoring also leads to behavior change, which is viewed as the crux of a successful program.

Most likely your employees know what to do to improve their health but not how. Action requires more than information. The Michigan researchers, writing in *Health Promotion Practice* in January 2007, said that using an HRA and a program based on behavior change theories such as a health belief model or the commonly known stages of change help people practice what is preached and increase the likelihood of success.

When considering a Web program, look at what the researchers are studying. Using an HRA that pinpoints potential trouble spots, applying a tailored approach and focusing on behavior change theory may increase the success of your program and your employees.

Patti Singer, M.S. Ed., is with the Worksite Health Alliance of Greater Rochester (www.whagr.org). ★

Health, Safety and Environment

It's Your Ship

By Chip Dawson

No, you haven't opened a copy of *Navy Times*. "It's Your Ship" is the title of the latest management book in my library and in it, Captain Michael Abrashoff talks compellingly about the leadership lessons he learned—and practiced—as commanding officer of the USS Benfold. Full disclosure time. I'm a retired naval officer—a "ship driver"—so the book was particularly appealing to me.

What I found in its pages were messages that apply universally to the private sector business community and to those of you who are trying hard to instill a culture of safety in your organizations. Basically, regardless of the role or mission of the organization, good leadership comes first and safety is one of the core values being lead.

Here are just some of the points in the book that grabbed my attention:

According to Gallup, 65 percent of the people who leave their companies are actually leaving their managers.

"Command and control" doesn't work. Abrashoff says "the more control I gave up, the more command I got."

"Show me an organization in which employees take ownership, and I will show you one that beats its competitors."

If it feels right, do it.

New ideas don't have metrics, so if it takes metrics to launch an idea, most ideas will be stillborn.

Navy exit surveys parallel private sector surveys. The reasons people leave an organization are, in order, not being treated with respect or dignity, being prevented from making an impact on the organization, not being listened to, and not being rewarded with

more responsibility. Pay ranks fifth.

The system rewards micromanagement by superiors at the cost of disempowering those below.

Ask every one of your people "Is there a better way to do what you do?"

Your people "are more perceptive than you give them credit for, and they always know the score—even if you don't want them to."

In fiscal year 1998, the USS Benfold operated on 75 percent of its budget because sailors "were free to question conventional wisdom and dream up better ways to do their jobs."

Finally, Abrashoff says "my job was to create the climate that enabled people to unleash their potential. Given the right environment, there are few limits to what people can achieve."

Whether it's safety, or another operation value, Abrashoff makes it clear that an employee-focused organization can accomplish remarkable things. ★

If you have HSE questions or column suggestions, or would like to be added to the e-mail HSE Update list, contact Chip Dawson at (585) 425-1639 or chipdawson@aol.com.





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Are you a member?

RochesterHomeBuilders.com

The Rochester Business Alliance offers a variety of networking events each month. Below are some of the highlights from March and April. For more photos, visit our Networking page on our web site (www.RochesterBusinessAlliance.com).

Breakfast with Our CEO March 12



Sandy Parker discusses the then anticipated 2008-09 state budget and its effects on our community

Meet the Top 100 - Finger Lakes Coffee Roasters March 26



Finger Lakes Coffee Roasters Vice President Bob Cowdery gives a tour of the warehouse off Route 251

Meet the Top 100 - SWBR Architects April 9



The interior design department at SWBR Architects has a library of samples to choose from when designing interiors

Business After Hours Speed Networking April 29



Bud Friedman and Domenic Mantoan make their three-minute pitch at Speed Networking

How much do you spend to hire a new employee?

By Ellen Baniak
Vice President of RBA
Staffing Solutions



Calculating the exact cost that goes into each hire an organization makes can be difficult because of the number of variables that go into it, but let's try to "guesstimate" what you spend per hire. First look at your 2007 expenses in the following areas:

Advertising (including job postings, resume databases, job fairs and referral bonuses):\$ _____

Marketing Materials (flyers,brochures, displays, give-aways etc.):
\$ _____

Agency and Third Party Recruitment Fees:
\$ _____

Annual Salaries of Dedicated Recruiters:
\$ _____

If you do not have dedicated recruiters, calculate the percentage of human resources time spent on recruitment functions (resume searches, pre-screening, and initial interviews)

multiplied by annual salary:
\$ _____

Pre-employment assessments:
\$ _____

Manager's percentage of time to interview multiplied by annual salary:
\$ _____

Orientation and Training:
\$ _____

TOTAL
\$ _____

Number of Hires in 2007

Total divided by number of hires
\$ _____ spent on each new hire

Now ask yourself, did I include background and reference checking in these expenses? If the answer is no, then think about what you might have saved if you had. Every "bad" hire you made last year cost you.

Knowing more about a person's previous work history, confirming they have the necessary education to perform the job and ensuring that they have no criminal records that would be

adverse to the position add up to something we call "protection through knowledge."

Through our Background and Reference Checking service, these costs can be better managed to help make the right hiring decisions for long-term wellness of your organization.

We offer a web-based ordering system with a wide range of service options available for you to choose from. Our most popular services include employment verifications, academic verifications, county criminal checks, social security checks, sex offender registries and department of corrections checks. Our trained and dedicated staff is here to assist you in understanding the results of each background and reference check.

Another factor to consider is the need to ensure a safe work environment. A negligent hiring award averages \$500,000 and that is before legal expense. If a simple criminal background check is done on every candidate before they start and you prevent even one individual with a violent history to be hired, then the value of that is, as MasterCard says, priceless.

For more information about our services, contact me at (585) 256-4630 or Ellen.Baniak@RBAAlliance.com or visit our website www.RochesterBusinessAlliance.com. ★

**BUSINESS
INTELLIGENCE
REPORT**

Information you may have missed

The Business Intelligence Report, e-mailed to members each month as a complimentary membership benefit is a digest of the latest business news compiled from more than 150 sources. Watch your inbox each month for a new issue.

News

People really do get what they pay for

Price has a powerful impact on the psychology of consumers, and lowering your price may create unintended results. Researchers at Caltech reported in January that expensive wine was experienced as being more pleasant-tasting than identical wine that supposedly cost less.

Loosening up the tightwad customer

An international survey of more than 13,000 shoppers suggests chronic under-spending is far more widespread than originally thought. Tightwads are most sensitive to marketing designed to reduce the pain of paying.

Tips

A slow loading site could cost you.

Google will start using page-load time when calculating your "quality score." To speed up load time, use fewer redirects, do not use interstitial pages and minimize the use of iframes.

Have slow payers become a problem?

Billing notices are not nearly as effective as calling clients to ask for payment. If your terms require payment in 30 days, shorten it to 15 days.

Promote your business and save money

By Kevin Donahue
 Director of
 Membership and
 Business Development



One reason companies join the Rochester Business Alliance is to take advantage of opportunities to promote and grow their business. As an organization of more than 2,000 members, the Rochester Business Alliance has a wide variety of businesses that represent very diverse service areas.

For members of the Rochester Business Alliance this creates two opportunities: a chance to promote your business and its services to a large and captive audience and, on the other

side, the chance to save money.

One of the many benefits of RBA membership is the chance to post your own member discount. This offer must be a promotion that is available only to RBA members. Take advantage of this benefit at no additional charge and update it as often as you like. Whether you'd like to offer monthly specials to members or have a longstanding discount, this is the ideal space to post that offer.

In turn, you have access to a long list of member offers that you can take advantage of. Current discounts include items such as:

- Health club memberships
- Office supplies
- Copy and print services
- Marketing assistance, packaging services

- Lodging
- And more

To view the full list of current discount offers, go to our home page and click on Membership – Member Discounts.

If you have an offer you would like to promote that is available to RBA members only, contact me at (585) 256-4651 or e-mail Kevin.Donahue@RBAAlliance.com.

Discounts must be a minimum discount of 10 percent on actual goods or services above any discount offered to the general public.

Member discounts and the opportunity to post are available to RBA members at the Business Builder, Corporate or Partner levels. ★

The Rochester Business Alliance welcomes its new members

Blue Chip Mold, Inc.
 Mold Manufacturer
www.bluechipmold.com

DSB Solutions LLC
 Consultant
www.RBAMember.com/DSBSolutionsLLC

E.D.S. Mechanical Services
 Mechanical Contractor
www.edsmechanical.com

The Entrepreneur's Source
 Entrepreneur Development Service
www.TheEsource.com/RLewis

Generations Child Care
 Child Care
www.generations-care.com

Langie Audio Visual Systems
 Audio Visual
www.langieav.com

Leclair Korona Giordano Cole LLP
 Attorneys
www.leclairkorona.com

Manufacturing Solutions, Inc.
 Wire and Cable Harness
www.mfgsolonline.com

Midwest Plastic Components Inc.
 Manufacturer - Plastic Components
www.mpc-mn.com

Parcus Associates
 Management Consultants - Sales and Marketing
www.parcusassociates.com

Pharos Systems International, Inc.
 Software Development
www.pharos.com

Project Management Company
 Project Management Consulting
www.RBAMember.com/ProjectManagementCompany

Simply Crepes, LLC
 Restaurant
www.simplycrepes.com

Steuben Trust Company
 Bank
www.mysteubentrust.com

Turn Key Operations
 Office Furniture, Installers
www.turnkeyoperations.net

Unlimited Coaching Solutions
 Trianing Services and Programs
www.unlimitedcoaching.com

Waddell & Reed
 Financial Services
www.waddell.com

WorkFit Medical, LLC
 Occupational Health Services and Staffing Services
www.workfitmedical.com

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 America's Best Transportation Company
 - ICT Magazine

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Seminars and Computer Training

Date	Seminar	Time	Date	Computer Training	Time
May			May		
1	Supervision (8 sessions)	1-4 p.m.	1&2	MS PowerPoint Introduction	8:15-11:15 a.m.
6	Finance for Non-Financial Professionals	8:30 a.m.-4:30 p.m.	5&7	MS Word Introduction	8:15-11:15 a.m.
6	Staffing & Recruiting	8 a.m.-12 p.m.	8&9	MS PowerPoint Advanced	8:15-11:15 a.m.
6	Business Writing & Emails (4 sessions)	8:30 a.m.-12:30 p.m.	12&14	MS PageMaker Introduction	8:15-11:15 a.m.
8	Conflict Management	8:30 a.m.-4:30 p.m.	13&15	MS Word Advanced	8:15-11:15 a.m.
9	Customer Service & Relations	8:30 a.m.-4:30 p.m.	14&16	MS Access Introduction	8:15-11:15 a.m.
13	Employee Rights & Discipline	8 a.m.-12 p.m.	20&22	MS Excel Introduction	8:15-11:15 a.m.
13	Managing Meetings	8:30 a.m.-4:30 p.m.	21&23	MS Access Report/Form Design	8:15-11:15 a.m.
13	Personal Effectiveness	8:30 a.m.-4:30 p.m.	27&29	MS Excel Advanced Part I	8:15-11:15 a.m.
16	Managing Time & Priorities	8:30 a.m.-4:30 p.m.	28& 30	MS Access Advanced	8:15-11:15 a.m.
20	Critical Thinking	8:30 a.m.-4:30 p.m.	June		
20	Compensation	8 a.m.-12 p.m.	2&3	MS Excel Advanced Part 2	8:15-11:15 a.m.
27	Benefits	8 a.m.-12 p.m.	16&18	MS Access Introduction	1-4 p.m.
June			16& 18	MS PowerPoint Introduction	8:15-11:15 a.m.
2	Coaching, Mentoring & Motivating (6 sessions)	8:30 a.m.-12:30 p.m.	16&18	MS Word Introduction	1-4 p.m.
3	Gaining the Title, Earning the Respect (2 sessions)	8:30 a.m.-4:30 p.m.	17&19	MS Windows Introduction	8:15-11:15 a.m.
3	Health, Safety & Security	8 a.m.-12 p.m.	19&20	MS Excel Introduction	8:15-11:15 a.m.
6	Thinking Strategically	8:30 a.m.-12:30 p.m.	23&25	MS Access Advanced	1-4 p.m.
10	Training & Development	8 a.m.-12 p.m.	24&26	MS Word Advanced	8:15-11:15 a.m.
12	Dealing with Difficult Personalities	8:30 a.m.-4:30 p.m.	25&27	MS Excel Advanced Part I	8:15-11:15 a.m.
13	Leadership for Managers (5 sessions)	8:30 a.m.-12:30 p.m.			
17	Human Resource Effectiveness	8 a.m.-12 p.m.			

For more information or to register, visit our calendar online at www.RochesterBusinessAlliance.com.

Seminars are held at the Rochester Business Alliance, 150 State St. Computer courses are held at Accent Training Center, Gateway Plaza, 2352 Lyell Ave.



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