

Chamber News

www.RochesterBusinessAlliance.com

March/April 2008

News to Know

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Visit Every Member Campaign

We're closing in on the first quarter of 2008 and we're about a quarter of the way through our goal of visiting each and every Rochester Business Alliance Business Builder, Corporate and Partner member before year's end.

Our membership department staff is on the road for our first-ever Visit Every Member Campaign, dropping in and dropping off a small token of our appreciation for your membership.

If we haven't stopped by yet, we hope to see you soon.

Friday Business Briefings

March 21, 2008 - RBA Closed: No Meeting

April 4, 2008

Recruiting and Relating to Generation Y

April 18, 2008

Honing I-9 Compliance - The New Era of Worksite Enforcement

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



Viewing Success As We Meet the Top 100 Companies

What does it take to be a Rochester Top 100 company?

While each year's list is diverse – companies big and small, old and new, from varied industries – their successes share a formula: A great business idea cultivated by hard work and executed by a skilled and committed staff.

That's the message Rochester Business Alliance members have been hearing as we go behind the scenes of some of these companies in our Meet the Top 100 series. Now in its second year, the highly-popular series offers our members a chance to tour some businesses on the current list and meet their top managers.

This year's series kicked off Feb. 6 with a tour of the creative and colorful Dixon Schwabl offices in Victor. (Check out our 360-degree virtual tour on the networking page of www.RochesterBusinessAlliance.com.)

Our next stops:

- March 26 to sample the offerings of Finger Lakes Coffee Roasters in Victor
- April 9 at SWBR Architects and Engineers in downtown Rochester
- May 14 to Henrietta to meet the DDS Companies, ranked by *Inc. Magazine* as one of the nation's fastest growing construction companies
- June 4 to Sunnking, a Brockport business that recycles computers and electronics
- Oct. 2 to Diamond Packaging in Henrietta, which provides packaging services for many national products you'll recognize.

Mark your calendars, then go to our website to register because these Meet the Top 100 tours – sponsored by Monroe Community College – fill up fast. ★



Lauren Dixon, CEO and Owner of Dixon Schwabl



Tour guide Dusty Fox shows the "Creative Room"



Steve Huffman of Spinergy zips down the slide

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Articles printed are for information only and are not intended to render legal advice.

From the President and CEO...

After talking about this for more than a year, we've finally gone ahead and done it – created a new, bigger newsletter designed to keep you up to date on the latest activities and membership opportunities at the Rochester Business Alliance.

We're proud to bring you our inaugural edition of Chamber News, which will be published every other month right here at the Rochester Business Alliance.

Chamber News contains many of the human resource and business information features popular with readers of our previous newsletter – *HR News* – such as Legal Briefing and Health in the Workplace.


To that, we've added many new features designed to reflect the diverse products and services that the Rochester Business Alliance offers, such as news and information on our affiliate groups, advice from RBA Staffing Solutions, the latest in training offerings, and coverage of our many networking and other membership events.

We've also expanded coverage of our public policy initiatives, which are in full swing since the state Legislature is in session and debating the 2008-09 budget. In fact, I've been traveling to Albany weekly to meet with state leaders and legislators on a variety of topics – to promote our Unshackle Upstate policy agenda, to urge adoption of the Upstate Revitalization Fund, and to push for funding on the projects highlighted in our Rochester Community Agenda. (You can read more on that on page 5.)

But while public policy may be what makes news, we also wanted this newsletter to provide information that will help you in your everyday business. So we've included information our members have told us they're seeking, such as the small business advice column written by members of the Rochester chapter of SCORE, an economic update from the U.S. Chamber and a column by our Membership Director Kevin Donahue designed to help you get the most out of belonging to the Rochester Business Alliance.

We've got a lot going on here at the Rochester Business Alliance, all designed around our mission of creating value for its members by delivering important business services and by advocating for an environment essential for member success. We're hoping *Chamber News* will not only keep you informed, but also help you find ways to get engaged with our organization and the Greater Rochester business community, so that together, we can help our region prosper and grow.

As always, we want to know what's on your mind... Just contact any of the staff members listed here to the left. We – and *Chamber News* – are here to serve. ★




Sandy Parker

Upcoming Events

Date	Event	Time
March 26	Meet the Top 100: Finger Lakes Coffee Roasters	7:45-9 a.m.
March 27	Quality for the Next Generation of Leaders	8-10 a.m.
April 9	Meet the Top 100: SWBR Architects	7:45-9 a.m.
April 9	The Inside Story with Jay Gallagher	12-1:30 p.m.
April 10	Six Sigma Successes in Healthcare	8-10 a.m.
April 23	TRUST: The Heart of Leadership	8 a.m. - 12 p.m.
April 23	The Future of Health Care	Registration 7-7:30 a.m.
April 29	Business After Hours: Speed Networking	5-7:30 p.m.

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

Parker Named Advisor to State Commission

Sandy Parker, president and chief executive of the Rochester Business Alliance, has been named one of five special advisors to the New York State Commission on Property Tax.

Parker will be representing Unshackle Upstate, a 67-member coalition of businesses and other organizations, encompassing more than 42,000 employers and more than 1 million workers.

"I am honored to be asked to serve in an advisory capacity, as this commission will be doing work that is essential to revitalizing our economy," Parker said. "New Yorkers pay some of the highest property taxes in the nation, and Unshackle Upstate long ago identified high taxes as a significant impediment to much-needed job creation and economic growth, as well as a major reason why businesses and people are leaving our region."

The commission is chaired by Nassau County

Executive Thomas R. Suozzi and has six additional full members and five special advisors.

Serving along with Parker as special advisors are: Lisa Donner, co-director of the Center for Working Families; Elizabeth Lynam, deputy research director at the Citizen's Budget Commission; Karen Scharff, executive director of Citizen Action of New York, and Robert B. Ward, deputy director/director of fiscal studies at Nelson A. Rockefeller Institute of Government.

The commission is charged under executive order to "study, examine, investigate, review and make recommendations" on the root causes of high property taxes in New York State, including expenditures by schools and local government, the effectiveness of state mechanisms to property tax relief to different classes of taxpayers and the effectiveness and proper approach to a property tax cap, among other issues. ★

Visit China with the RBA

The Rochester Business Alliance is sponsoring a 9-day trip to China and invite you to join them as they experience Beijing, Suzhou, Hangzhou, and Shanghai.

Business leaders, chamber members and others are invited to travel with us as we explore the history, culture and business system of China.

The price of the trip is \$1,699 per person, including air fare from New York City, all transportation within China, accommodations at 4- and 5-star hotels, daily meals (including official banquets), plus admission to attractions and sites, including the Great Wall and the Forbidden City, and taxes. The tour will be staffed by the Rochester Business Alliance, as well as English speaking tour guides.

Interested in learning more? Attend the next information meeting 5:30-7:30 p.m. on Wednesday, May 14 at the Rochester Business Alliance. Leo Liu, president of tour-organizer Citslinc International will give an overview and answer questions.

For more information about the trip or to register for the no-obligation information meeting, visit the home page of our web site (www.RochesterBusinessAlliance.com). ★



Highlights from the Itinerary:

- Tianamen Square
- Forbidden City
- Seventeen-Arch Bridge
- Great Wall of China
- Ming Tombs
- Lingering Garden
- Lingyin Temple
- Yu Garden
- Bund (on the Yangtze River)



From the US Chamber

Reviving a Sluggish Economy

By Thomas J. Donohue, President and CEO



With the U.S. economy struggling, we need policies that will spark immediate business investment and consumer spending.

To encourage capital investment, policymakers should consider enhancing the cost-recovery period for business investment by enacting some form of bonus or accelerated depreciation. Increasing Section 179 small business expensing and making it more widely available would spur investment. Carefully constructed investment tax credits would have a similar impact.

To get cash immediately into the hands of consumers, policymakers should consider retroactive marginal income tax rates for individuals or, possibly, tax rebates. However Congress decides to help consumers, it must do so quickly. Cash needs to find its way into their hands by spring to have any mitigating effect on the economic slowdown.

Policymakers should also act to improve the long-term health of the U.S. economy. U.S. corporate tax rates-the second highest in the world-should be lowered.

We must continue to create overseas opportunities for U.S. companies, starting with congressional approval of pending trade agreements with Colombia, Panama, and South Korea.

Finally, we need to keep chipping away at the deficit by taking steps to control wasteful government spending.

Measured steps to ensure greater investment, consumption, and job growth-rather than a bailout of individual sectors or a dramatic increase in government spending-will get our economy humming again. ★

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In each issue of Chamber News, we'll feature information on one of our six affiliated groups. This month, our spotlight is on the Small Business Council.



By Anthony Cotroneo
Council President

The Small Business Council has been an affiliate of the Rochester Business Alliance for more than 25 years. Our vision is to help businesses in the Greater Rochester community accomplish their vision in business, in the community and beyond. Our mission is to deliver relevant and premier services, events, and educational programs to assist and energize business success in the Greater Rochester area. We measure our success by our ability to expand membership, achieve high participation at events and programs, sustain financial health, and attract strong leadership to the SBC board.

Looking back, we had a record year in 2007 with approximately 3,000 people attending SBC events. Looking ahead, 2008 is sure to be another exciting year for the SBC, its members, and the community. We have confirmed that former Buffalo Bill, now turned CBS football analyst, Steve Tasker will be the speaker at the headliner event, which will be held at the Dryden Theater of George Eastman House on June 4. PAETEC CEO Arunas Chesonis, a member of the Rochester Business Alliance board, will be the keynote speaker at the 2008 Business Person of the Year Gala Luncheon, which will be held at the Rochester Riverside Convention Center on Oct. 15. Additionally, the 2008 SBC Golf Scramble is set for Sept. 18 at The Lodge at Bristol Harbor. Finally, we have scheduled an excellent series of Boot Camp training and educational events for 2008. Details on the 2008 Boot Camp training and educational series and other SBC programs and events can be found on our web site, www.rochestersbc.com. ★

To learn more about the Small Business Council, call Cindy DeVoldre at (585) 256-4619 or e-mail Cindy.DeVoldre@RBAAlliance.com.

Upcoming Affiliate Events

Greater Rochester Quality Council

- Quality for Leaders Workshop - March 27

Rochester Black Business Association

- Writing a Value Based Marketing Plan - March 27
- Are You of Real Value to Your Company - April 24

Rochester Hispanic Business Association

- What Keeps You Up at Night? Financial Seminar for Business Owners - April 16

Small Business Council

- Small Business Boot Camp: Propositioning and Differentiating Others - March 12
- Small Business Show SOHO - April 2
- Small Business Boot Camp: Consultative Selling Skills - April 9

Transportation Council

- Hazardous Materials Certification Program - March 26-28
- 84th Annual Dinner - April 23

Women's Council

- The Balancing Act - Three Women's Perspectives on Life! - April 29

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



SCORE volunteers help plan, structure, create, and grow businesses for success!

SCORE is a volunteer organization of seasoned business professionals who donate their time to offer confidential, free counseling and low-cost educational programs to assist prospective, new and existing small business owners. As a resource partner with the U.S. Small Business Administration, SCORE works with that agency to provide business owners with vital information, tools, and resources.

SCORE Rochester has 48 active volunteer counselors who service Monroe and surrounding counties. Volunteers come from a broad spectrum of the business community. Many have had their own successful small businesses.

Call the SCORE office to set up a free counseling appointment - sessions last about an hour. Additional sessions can be set up for as many times as considered necessary. For simple problems or single questions, e-mail counseling is available at SCORE's national web site www.score.org. SCORE's main

Rochester office is in the Federal Building at 100 State Street, Room 410. SCORE can be contacted at (585) 263-6473 and its web site is www.scorerochester.org.

"Many have had their own successful small businesses."

The Rochester chapter of SCORE also offers low-cost workshops designed to provide practical business information for the current or prospective business owner in both for-profit and not-for-profit businesses. The workshops present an overview covering the basics for making small businesses successful. Topics include: "Small Business Start-Up & Survival;" "Prepare Your Own Business Plan;" and "Marketing on the Internet." Workshops at the Federal Building are held on the third Wednesday each month in addition to offering a series in the spring and fall at seven different locations. Visit our web site for more details. Call (585) 263-6473 to sign up for our workshops. ★

Creating a Community Agenda for Rochester

By Chris Wiest
Vice President of Public
Policy and Advocacy



During the last two years, Rochester Business Alliance worked closely with the City of Rochester in spearheading the Fair Share Coalition. The Fair Share Coalition was a 20-member organization representing business, labor, education, faith communities, government, and nonprofits whose mission was to help the city secure AIM funding on par with other upstate cities. AIM funding is used to finance critical public safety, education and economic development programs in the city.

The coalition had success, helping Rochester secure a nearly 50 percent increase in AIM funding from the state over the past two years. Clearly the unified voice of the Fair Share Coalition made a difference in Albany.

During one of our Fair Share strategy sessions last year, a coalition member suggested we look at developing a broader community agenda. The

impetus for this suggestion was the recognition that other upstate cities have followed a similar approach that has proven successful in securing funding for important community projects.

Over the summer, Rochester Business Alliance met with local leaders, seeking input on which projects and initiatives would have the greatest positive economic development impact on our community. Out of these meetings, a community agenda took shape. The Rochester Community Coalition (formerly the Fair Share Coalition) endorsed this agenda in the fall, and it was made public at a news conference on Jan. 3 at Rochester Business Alliance offices. Since then, we have sent letters to legislative leaders asking for their support, hosted a meeting with coalition members and our state delegation, commenced an e-advocacy campaign with constituents, and will meet soon with legislative leaders in Albany.

Below are the items on the Rochester Community Coalition's 2008 agenda:

- Making the Midtown Plaza site shovel-ready
- Equitable AIM funding for Rochester

- Mandate Relief for Monroe County government
- Expansion of Hillside Work-Scholarship Connection
- The Golisano Institute for Sustainability at Rochester Institute of Technology
- Rochester Area Colleges Center for Excellence in Math and Science
- Clinical and Translational Sciences Building at the University of Rochester

The coalition will continue its work with our state delegation and leaders in Albany to ensure funding for these programs is included in the 2008 state budget.

As Mayor Duffy said at the Jan. 3 press conference, the work of the Rochester Community Coalition represents an historical event in Rochester - the first time that so many groups have come together to present a unified agenda on behalf of Rochester.

We're expecting positive results. To learn more about the coalition, including how you can help, go to the Public Policy and Advocacy section of our web site - www.RochesterBusinessAlliance.com. ★

Unshackle Upstate Update

On March 4, the Unshackle Upstate coalition rolled into Albany for a rally on the SUNY Albany campus followed by meetings with key administration officials and legislative leaders - all to highlight our 2008 Policy Agenda.

Coalition leadership has been visiting Albany regularly since December, making the case for policies outlined in that agenda, and has twice testified at hearings on the budget.

What does Unshackle Upstate, and the Rochester Business Alliance, think of the proposed budget? Our reaction is mixed. We support some aspects, and feel a few elements are missing that are seriously needed to revitalize the Upstate economy.

On the positive side: The Rochester Business Alliance supports those aspects of the proposed \$1 billion Upstate Revitalization Fund that will have a direct impact on economic development,

such as funds to support the development of shovel-ready sites upstate (such as Midtown Plaza) and those for job-creating initiatives, such as the Clinical and Translational Sciences Building at the University of Rochester.

Coalition leaders also are pleased that a number of our recommendations to improve the state's brownfield clean-up program were included in the governor's program bill. We'll continue to work with the administration and legislators on this issue.

We also support efforts to reduce energy costs, including a new Article X siting law that will help bring more power on-line, and the extension of programs that will offer eligible companies lower electricity rates over an extended period of time.

What concerns us? The various "tax loophole" closers, increased health care taxes, fee and pen-

alty increases, as well as the overall 5 percent increase in spending. Unshackle Upstate firmly believes that to lower the cost of living, working and doing business in New York, the state must examine its spending priorities, and look for ways to reduce costs through efficiencies.

What's missing? Significant tax relief. We proposed eliminating the corporate franchise tax for upstate businesses, extending the STAR program to small upstate employers, and targeted personal tax relief for people ages 18 to 25 to encourage them to stay and help grow our economy.

As budget negotiations continue in earnest, we will continue to lobby on priorities important to our region. We invite you to visit www.UnshackleUpstate.com or contact me at (585) 256-4626 or Chris.Wiest@RBAAlliance.com if you have any questions. ★



Family Medical Leave Act Amended

On Jan. 28, President Bush signed into law H.R. 4986, the National Defense Authorization Act (NDAA). Among other things, section 585 of the NDAA amends the Family and Medical Leave Act of 1993 (FMLA) to permit a "spouse, son, daughter, parent, or next of kin" to take up to 26 workweeks of leave (during a single 12-month period) to care for a "member of the Armed Forces, including a member of the National Guard or Reserves, who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness." The term "next of kin" used with respect to an individual, means the nearest blood relative of that individual. A husband and wife who work for the same employer can use no more than 26 weeks combined for this new leave.

More comprehensive guidance will follow, but in the interim, Wage and Hour Division (WHD) will require employers to act in good faith in providing leave under the new legislation.

An eligible employee may elect, or an employer

may require, the employee substitute any of the accrued paid vacation leave, personal leave, family leave, or medical or sick leave of the employee for leave provided under subsection (a) (3) for any part of the 26-week period of such leave under such subsection, except that an employer is not required to provide paid sick leave or paid medical leave in any situation in which the employer would not normally provide such paid leave.

The NDAA also permits an employee to take FMLA leave for "any qualifying exigency arising out of the fact that the spouse, or a son, daughter, or parent of the employee is on active duty (or has been notified of an impending call or order to active duty) in the Armed Forces in support of a contingency operation." By its express terms, this provision of the NDAA is not effective until the Secretary of Labor issues final regulations defining "any qualifying exigency." In the interim, DOL encourages employers to provide this type of leave to qualifying employees.

To view the text of FMLA, including the amended sections, please visit the U.S. Department of

Labor website at: <http://www.dol.gov/esa/whd/fmla/fmlaAmended.htm>.

Covered employers must also print and post the new FMLA poster insert in addition to the existing FMLA poster. You can print a copy of both at: <http://www.dol.gov/esa/regs/compliance/posters/fmla.htm>.

In addition, on Feb. 11, the U.S. Department of Labor published a Notice of Proposed Rulemaking to update the FMLA regulations further. To view the text of the proposed regulations, go to: http://www.dol.gov/esa/regs/compliance/whd/whdfs_FMLA_NPRM.pdf

For more information, please contact Kathy Novak, director of research and surveys, via e-mail at Kathy.Novak@RBAAlliance.com or (585) 256-4618. ★

Source: U.S. Department of Labor website



Performance Management That Improves Performance

By Bob Legge, Legge Company

Most performance management programs do not produce better performance.

While that may have been the planned intent, often the actual outcome is to complete forms and recommend pay increases.

So, instead of improving performance, most performance management programs result in uneasy managers, inflated ratings, and dissatisfied employees. That's why only 30 percent of employees say they receive feedback of real value from their performance management program, according to McKinsey research.

Too often, this is seen as an administrative problem (How can we make the process more efficient and fair?) requiring a new appraisal form or software. While these might make the process less cumbersome, neither one can help improve performance without significant change to the program itself.

A better approach is to see this as a management problem involving how to improve performance -- the way people produce products and provide services.

Companies wanting to improve business results by better leveraging their human capital can do so by redesigning the program around better metrics, aligning objectives through the business, and building the skills of both managers and employees to focus on business performance and people development. In short, using performance management as a way to manage the business, rather than a personnel program.

Pay increases can be determined in many ways other than the performance management program -- and still drive pay for performance. Most companies would do well to jettison backward-looking judging and pay increase determination from their performance management programs, and instead focus on the primary objective: How to improve performance and business results. ★

Survey Spotlight

Survey

Release Date
(week of)

Annual Wage & Salary Surveys	
Manufacturing	April 14
Nonexempt	April 14
Professional/Managerial	April 14
Health Care	April 14
National Executive Comp.	May 9
Turnover/Absenteeism	March 10

Can You Enforce Your Non-Compete Agreement in Canada?

By Matthew J. Fusco
Chamberlain D’Amanda



Last March, this column provided advice about enforceability of covenants not to compete, or restrictive covenants, in New York State. To be enforceable, the covenant must be reasonable in terms of its time and geographic area, it must be limited to protecting the employer’s legitimate interest, it must not cause undue hardship to the employee or be injurious to the public good.

Employers frequently seek to impose restrictive covenants on sales people, scientists and researchers, as well as on key management employees. These are people who know your customers, know your pricing schedule, or are aware of your trade secrets. The last thing an employer wants is for one of their employees to take this knowledge and use it to compete against them.

Employers will also generally include a restrictive covenant in a buy/sell agreement. If you buy a business, you don’t want the old owner moving down the block to compete with you.

The reasonableness of the geographic restrictions of a covenant not to compete has frequently been litigated. Much of this litigation involves the question of sales territories. Globalization and the increased use of the Internet have raised new questions about what constitutes a reasonable geographic area.

What happens if your former head of sales or the owner of the business you just purchased moves to Canada and begins competing for your customers using the Internet? How can you enforce your restrictive covenant?

To enforce a restrictive covenant, an employer may have to go to court and seek an injunction. An injunction is the court telling the defendant to cease engaging in whatever practice it is that violates the restrictive covenant. The general rule in our legal system is that a breach of contract is remedied by the defendant paying

monetary damages. Restrictive covenants are a unique type of contract and the remedy, an injunction, is an exception to the general rule. An injunction seeks to prevent damage from happening in the future rather than simply paying compensation for damage that happened in the past.

Even before the North American Free Trade Agreement, many businesses in upstate New York had customers in Southern Ontario and vice versa. The Free Trade Agreement, along with Internet technology has increased the flow of business across the border. A salesman can just as easily service his clients in Western New York from an office in Toronto as he can from an office in Syracuse.

The courts of most countries will honor a judgment from an American court if the judgment is for money damages. If a New York corporation sues a Canadian corporation in a New York court for unfair competition and gets a money judgment, the New York corporation can take that judgment to the courts in Canada and have it enforced. The only requirement has been that the decision from the New York court be for a specific amount and that the decision is final, that is, not subject to further appeal. Until recently, however, Canadian courts have refused to enforce final judgments from American courts which include injunctions.

It is easy to see the problem this creates. If a Rochester enterprise does business in Upstate New York and Southern Ontario they can only bind their key employees from competing in New York State. Should key employees leave and relocate to Fort Erie they could take customer lists, and be free to compete directly, at least in the Southern Ontario market, and through the Internet in the western New York market.

If the Rochester enterprise got a New York court to issue an injunction prohibiting their key employee from competing both in New York State and in Ontario, no Canadian court would enforce the order in Canada.

It appears that this situation is about to change. The Supreme Court of Canada has decided to

overturn the common law rule that Canada will not enforce foreign equitable (injunctive) judgments.



While the decision from the Canadian court involved trademark infringement and not non-competes, the principle is the same. Canadian courts will now look at injunctions from courts in New York or other states and determine their enforceability in Canada based on a number of factors. The decision of the New York Court must be a final one. The terms of the order must be clear and specific so that the enjoined party knows “exactly what has to be done to comply with the order.” The order must also be specific as to its territorial scope. The New York court must make clear that it intends the injunction to apply in Canada and specify the scope of its application within that country. Finally, the Canadian courts will take into consideration all of the fairness issues that New York courts generally consider when faced with a request for injunctive relief.

As yet, we do not have a case from the Canadian courts directly dealing with restrictive covenants in the employment context. With the increase in cross-border business, we should be seeing those cases soon. ★

Chamber News

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www.RochesterBusinessAlliance.com

Wellness in the Workplace

Healthy Creativity

By Patti Singer



The relationship between work and health used to focus on hazards to life and limb. With workplace safety rules the norm, attention has changed to a job's psychological rewards. Recently, researchers John Mirowsky and Catherine Ross sought to gauge the effect of autonomy and creativity on workers' health.

Autonomy was defined as freedom given a worker to perform a task. Creativity was deemed a productive activity involving originality, resourcefulness and self-expression, and creative work was varied and challenging.

Their study comprised 2,592 adults who responded to a national telephone survey in 1995 with follow-up three years later. The survey asked participants to rate their health and their level of difficulty in specific activities of daily living. The survey also asked how participants spent their day and whether work (paid or unpaid) was mentally stimulating. The study was reported in the December issue of the *Journal of Health and Social Behavior*.

The researchers found a positive association between autonomy and creativity and health, but they stopped short applying the findings. Mirowsky, however, in an e-mail response, urged managers to find ways to encourage their staff in self-management.

"Creative work is likely to involve setting goals, designing projects, tracking and evaluating things as they develop ... thinking about what worked and could be improved ..." The important thing, he said, is to assemble rote work and original thought into a productive project. Managers who promote creativity in their workforce will find their own work more challenging, he said. Such efforts may result in a new dimension of health throughout the company. ★

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

Health, Safety and Environment Survey Suggests Steps Toward Excellence

By Chip Dawson

During December, we conducted an on-line survey of a large number of organizations, both locally and across North America, to determine the workplace safety practices that were most commonly used. More importantly, the response from 126 organizations across all business sectors and employment sizes has allowed us to identify practices that have a higher potential to drive organizational excellence in the occupational safety and health arena.

In order to classify the respondents, we first asked if they believed their organization was better at safety than most others in their business sector. Sixty-seven percent of respondents agreed with that statement and are identified below as "better." Those who disagreed are shown as "poorer." Here are highlights of our findings.

While 45 percent of both groups reported that safety was driven primarily by the safety director or manager, the driver in the better organizations was management 36 percent of the time, but only 21 percent of the time in poorer organizations. It's been our experience that management leadership is essential to a highly effective safety process.

Safety committees are required in some states (but not in New York) and are often considered valuable tools for management to involve employees and reach consensus on strategic safety initiatives at all organizational levels. In 68 percent of the better operations, a joint employee/management committee exists, but such a committee is functioning in only 41 percent of the poorer organizations. However, when it comes to effectiveness, 41 percent of the better organizations reported their committees were "very effective." None of the poorer respondents made such a report.

In looking for a link between safety and profitability, we asked if the organization was doing well financially. In the better organizations, 90 percent agreed with this statement. The agreement figure for the poorer units was 62 percent.

Since poor working conditions (clutter, crowd-

ing, work organization) are typically viewed as visual indicators of poor underlying safety and productivity, we asked if the workplace was neat, clean and well organized. Sixty-nine percent of the better organizations gave a positive response. Just 31 percent of the poorer agreed.



External resources also appear to be important to safety in the survey companies. About half of both the better and poorer organizations use external consultants and also belong to the local chamber of commerce. Nearly 40 percent of the better companies also belong to the National Safety Council.

Finally, here's a look at how the two camps divided on some common safety practices.

Practice	Better	Poorer
Safety part of strategic planning process	63%	50%
Safety primarily reactive	17%	33%
Actively encourage full employee participation	82%	74%
Use case management and early return to work	60%	54%
Good safety orientation at start of job	68%	55%
Management understands safety increases profiles/org. effectiveness	67%	53%
Have so much work safety tends to slip	12%	23%

If you'd like to know more about our findings, or want to discuss what the findings suggest for your operation, please contact me. ★

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.

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

Breakfast with Our CEO Jan. 24



Sandy Parker discusses the Rochester Community Coalition and its objectives

ATHENA Award Jan. 24



Award recipient Ruth Lawrence with Sandy Parker and Debbie Stendardi, president of Women's Council

Meet the Top 100 - Dixon Schwabl Feb. 6



Members gather in the reception area for our first Meet the Top 100 tour of 2008

3rd Annual Open House Feb. 13



Sandy Parker greets Shannon Kreiger of Paychex Inc.

Things to consider when searching for a purple squirrel

By Ellen Baniak
Vice President of RBA
Staffing Solutions



Unless you have worked in the world of professional placement, you may not be familiar with this term, but you will understand the concept. A purple squirrel is that rare individual with ALL the specific qualifications that makes them perfect for a job. They can be elusive creatures. But whether you're in search

of a purple squirrel, or you are a purple squirrel in need of a new home, consider working with a professional recruiter.

Below are some of the advantages to employers and candidates in working with a professional recruiter:

RBA Staffing Solutions has been providing our members with professional recruitment services since 1984. As a result of the diversity of our membership, we have been successful in placing candidates in a wide range of positions including engineering, IT, human resources, manufacturing, management, executive leaders, finance and more.

Just ask some of the people we've helped.

"RBA Staffing has been instrumental in finding candidates with the skill-sets for several critical positions over the years," said Denise Hess, human resources manager at McAlpin Industries.

Dave Dixon (whom Staffing Solutions refers to as a purple squirrel) says, "My [current] job was getting outsourced and I was starting to look at out-of-town positions. The RBA found me a great job and made it easy for everyone involved."

If you are looking for that hard to find candidate or need help with recruiting for any of your open positions including temporary, temp-to-hire, or direct hire, Staffing Solutions has the expertise and dedicated service to help.

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

EMPLOYERS	OVERALL BENEFIT	CANDIDATE
Delivery of specifically targeted candidates for each position. Leverage the recruiter's comprehensive business network to reach active and passive job seekers.	QUALITY	Explore the hidden job market. Hear about local opportunities that may not be advertised. Keep your search confidential.
Contingency pricing with no cost to the employer unless the recruiter finds the "purple squirrel." Save up-front advertisement and recruiting costs, along with the time spent reviewing resumes and interviewing candidates that do not meet the requirements.	VALUE	No cost to the candidate for the recruiter's support which often includes resume advice, job-market tips and interviewing techniques.
Thorough screening and reference checks completed. Support in job offer negotiations.	COMMUNICATIONS	Don't be one more resume in the pile. A recruiter will advocate on your behalf.
Generate excitement and enthusiasm about your company and your opportunity.	PROFESSIONALISM	Be the best prepared candidate with insight about the company culture, history and products.



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

New tax breaks for small businesses

The key addition affecting small businesses is an expansion of "bonus depreciation," which allows investments in tangible property, computer software or improvements to leased property to be more speedily depreciated.

Overcoming the credit crunch

As banks tighten lending standards for business loans, many small business owners are feeling the crunch. However, though it may take a little more work, funding options are still out there.

Tips

Supercharge your public relations campaign

Add video, audio and photos. Adding these items boosts online traffic. Make sure it is easy to use and the content is formatted for easy download and reuse.

Can a recession have a silver lining?

As many companies cut back on marketing expenses, vendors in the marketing industry may be more willing to cut deals. Studies have shown that investing in marketing through a recession results in greater profits in the long run.

The Rochester Business Alliance welcomes its new members

Accent Training
 Allure Printing
 Allworx Corporation
 American Aerogel Corporation
 American Filtration Technologies, Inc.
 American Rentals, LLC dba Volvo Rents
 Apollo Optical Systems, Inc.
 Atwater Foods, LLC
 Avek Construction, Inc.
 Baber African Methodist Episcopal Church
 Brown & Hutcinson
 Btier, LLC
 Burnett Process, Inc.
 Calvary Automation Systems, Inc.
 CentriLogic Inc.
 CGI Communications, Inc.
 ColorCentric Corporation
 Creativeye Photo
 Dartnell Enterprises
 Decca Paving & Sealing
 DG & M Agency, Inc.
 DiRisio Builders, Inc.
 Dunn Tire LLC
 Eagle Mountain, Inc.
 E-chx, Inc.
 Empire Valuation Consultants, LLC
 EnCompass: Resources for Learning
 Environmental Services, Unlimited
 Faber Construction Co., Inc. fbGifts and Awards
 Finger Lakes Coffee Roasters
 Foundry Associates, Inc.
 G.L. Dixon Funeral Home, LLC
 Genesee Survey Services, Inc.
 Genesee Webmasters

Gordon Gilkes
 Griffith Energy
 Henderson Automotive Family
 HLSJ Driving Academy LTD
 HOPE Advertising, Inc.
 Ida Jones Consulting, Inc.
 Impact Technologies, LLC
 Interpretek
 JJM Holdings, LLC
 JW International Enterprises, Inc.
 Klein Steel Service Inc.
 Kovalsky-Carr Electric Supply Co., Inc.
 Leo J. Roth Corporation
 Lou Shorter Collision
 Magellan, Inc.
 MBE Construction Group, Inc.
 Micron Management, Inc.
 Minority Reporter Newspaper
 Monroe County Broadcasting Corp./
 WDKX Radio
 Mount Vernon Mortgage Resource Center,
 LLC
 Netsmartz, LLC
 New Season Telecom Consulting
 O'Connell Electric Company
 Ordered Steps Technologies
 Power Management Co., LLC
 Premium Mortgage Corp.
 Pre-Paid Legal Services
 Quinetix
 QuNet Group, LLC
 Recognition Experts
 Reliant Community Federal Credit Union
 Relph Benefit Advisors

Retrotech, Inc.
 RJ Taylor General Contractors
 Rochester Data Storage Center, Inc.
 Rochester Marketing Group
 RochesterWorks, Inc.
 RTEmd
 Salzman Group, Inc.
 Scott Associates Consulting, Inc.
 Scott Professional Cleaning Services, Inc.
 See It All 360
 Seneca Products Corporation
 Shadel Company, Inc.
 Sheen & Shine Inc.
 SmartMedi Corp.
 Spectracom Corporation
 State Farm Insurance Company
 Stefan Sydor Optics, Inc.
 Steve General Contractor, Inc.
 TCN
 The Entrepreneur Authority Consulting Group
 The Harley School
 The Idea Works of NY, Inc.
 The Market Access Company
 Tipping Point Media
 Unilink, Inc.
 Union City Contractors
 United Community Financial
 Unkl Moe's BBQ and Catering
 Upstate Roofing & Painting, Inc.
 VWeis Construction Solutions, LLC
 Vuzix Corporation
 Wealthodology, Inc.
 Western New York Contractors, Inc.
 Windsor Technology

One benefit of membership - networking... in person and now Online!

By Kevin Donahue
 Director of
 Membership and
 Business Development



At the Rochester Business Alliance, we work hard to understand and meet the diverse needs of our membership through a wide variety of programs and services. In this column, I plan to introduce you to some of these offerings as a way to help you maximize use of your membership and help your business grow.

Today I want to talk about networking – one of the most popular benefits of a Rochester Business Alliance membership. The dictionary defines networking as the act of engaging with others to exchange information, contacts and experiences for social or professional purposes.

The Rochester Business Alliance defines it as an essential activity for helping our members grow their businesses.

In response to member requests for more and varied experiences, the Rochester Business Alliances continues to offer new and different events. The Meet the Top 100 series which was launched last year is back by popular demand, with stops at seven area businesses, including Finger Lakes Coffee Roasters later in March. Check out our web site – www.RochesterBusinessAlliance.com – for the full series list and the article on the front page of this newsletter.

Business After Hours keeps going strong. More than 300 people attended our Holiday Jam in December and more than 200 attended our Open House in February. Last year, we introduced a new twist – speed networking – which was a big hit with our members and future

members. The next session is set for April 29 – stay tuned for details.

But some members tell us that while  they want and need to network, they simply don't the time. So for them, and everyone else, we've formed a new online network through LinkedIn.

Networking in the 21st century continues to evolve, with online sites leading the way. LinkedIn (www.LinkedIn.com) is an online network of more than 17 million professionals from around the world, representing 150 industries. Now, Rochester Business Alliance members at the Business Builder, Corporate and Partner levels can connect and network online with other RBA members. To get started or for more information, go to our web site or contact me at (585) 256-4651 or Kevin.Donahue@RBAAlliance.com. ★

Seminars and Computer Training

Date	Seminar	Time
March		
6	Managing Meetings	8:30 a.m. – 4:30 p.m.
10	Coaching, Mentoring & Motivating (6 sessions)	8:30 a.m. – 12:30 p.m.
13	Conflict Management	8:30 a.m. – 4:30 p.m.
21	Managing Time & Priorities	8:30 a.m. – 4:30 p.m.
April		
1	Gaining the Title, Earning the Respect (2 days)	8:30 a.m. – 4:30 p.m.
10	Assertiveness	8:30 a.m. – 4:30 p.m.
11	Thinking Strategically	8:30 a.m. – 4:30 p.m.
18	Employment Law – Basic	8 a.m. – 12 p.m.
18	Employment Law – Advanced	12:30 -4:30 p.m.
21	Communication Suite – all 3 sessions	8:30 a.m. – 12:30 p.m.
21	Communication Suite #1– Communication Power	8:30 a.m. – 12:30 p.m.
21	Leading the Safety Process (2 sessions)	8:30 a.m. – 12 p.m.
21	Presentations	8:30 a.m. – 4 p.m.
22	OSHA Recordkeeping	8:30 a.m. – 12:30 p.m.
22	Safety Committee Operations	12:30 – 4:30 p.m.
23	Communication Suite #2 – Dynamic Listening	8:30 a.m. – 12:30 p.m.
23	Managing the Emergency	8:30 a.m. – 4 p.m.
23	Project Management (2 days)	8:30 a.m. – 12:30 p.m.
24	Accident Investigation Fundamentals	8:30 a.m. – 12:30 p.m.
24	Negotiations	8:30 a.m. – 4:30 p.m.
24	Communication Suite #3 – Understanding Messages	8:30 a.m. – 12:30 p.m.
29	Human Resource Mgt. Series Basic (8 sessions)	8 a.m. – 12 p.m.
29	HR Mgt. Series – Overview of the HR Role	8 a.m. – 12 p.m.

Date	Computer Training	Time
March		
3 & 7	Excel Introduction	8:15 – 11:15 a.m.
3& 5	PageMaker Introduction	1 – 4 p.m.
4 & 6	Word Advanced	8:15 – 11:15 a.m.
10 & 12	Windows Introduction	1 – 4 p.m.
11 & 13	PowerPoint Introduction	8:15 – 11:15 a.m.
11 & 13	Access Advanced	8:15 – 11:15 a.m.
25 & 28	Word Introduction	8:15 – 11:15 a.m.
25 & 27	Access Introduction	8:15 – 11:15 a.m.
26 & 28	PowerPoint Advanced	1 – 4 p.m.
31 & 4/2	Excel Introduction	8:15 – 11:15 a.m.

Date	Computer Training	Time
April		
1 & 3	Access Report/Form Design	8:15 – 11:15 a.m.
7 & 9	Word Advanced	1 – 4 p.m.
7 & 11	Excel Advanced Part 1	8:15 – 11:15 a.m.
8 & 10	Access Advanced	8:15 – 11:15 a.m.
14 & 15	Access Introduction	8:15 – 11:15 a.m.
17 & 18	Excel Advanced Part 2	8:15 – 11:15 a.m.
21 & 22	Access 2007	8:15 – 11:15 a.m.
24 & 25	Excel Introduction	8:15 – 11:15 a.m.
28 & 30	Windows Introduction	1 – 4 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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Rochester, NY 14614-1308