

The JuNcTion



Volume 2, Issue 1

May 2005

The JuNcTion is the periodic newsletter of JNT Consulting published electronically.

Staffing - a changing and increasingly complex role by Juntee Terrenal, MA,GMS, President, JNT Consulting

What is Staffing?

Staffing is just the department that does recruiting, right? Wrong. Nothing could be further from this assumption in 2005. All organizations are in some state of change and staffing is no exception.



"The Staffing Role within HR needs to evolve as a key player"

Whether your company is growing, re-organizing, outsourcing or shrinking, new skills are needed to move this role from being just the recruiting department to the strategic business partner of the 21st century.

If we compare what happened a few years ago with finance departments, their role was primarily one of ensuring that monthly accounts, SEC filings and budgeting were completed on time.

As businesses became more global in nature and with ever increasing pressures on

streamlining, the role of finance evolved to one of earning a true seat at the executive table and playing a key role by becoming involved in all aspects of business planning, not just ensuring that funding was available.

The evolving staffing role

In the same way, the staffing role within HR needs to evolve as a key player in ensuring that not only does the organization have the right people in the right place at the right time, but that compliance to ever changing rules is maintained; examples being continually updated work permit rules from the USCIS, Sarbanes-Oxley compliance, Equal Opportunities law and so on.

How does a company stay on top of all this new information? Some have sought help from specialized

consulting firms who have expertise that can supplement the existing staffing team's knowledge; others have gone one step further and followed their counterparts in manufacturing and outsourced the entire staffing function to a third party, leaving a few HR generalists inside the company.

Whichever approach your company has taken (or is about to take), one thing is for sure. The critical decision making and overall integration with the strategic plan needs to stay inside of the organization.

Value add is provided by demonstrating the knowledge of issues related to getting the very best people for a global business and being pro-active as to what resources, programs and policies are needed to ensure that the goals of the business plan (and the investor's expectations) are met.

Staffing ... "people are our best asset"

"The critical decision making and overall integration with the strategic plan needs to stay inside of the organization."

New pressures exist for every organization and despite having gone through a downturn in the U.S. over the last few years, once again businesses are growing and competition is fierce. Companies are looking for low cost of operations, while needing the best thought leaders in every part of the business. This is a tough paradigm. The best thought leaders may be from other countries. This requires the staffing manager to demonstrate global knowledge and cultural sensitivity.

Additionally, skilled people have plenty of choice in which organization to join. Getting the balance right is critical if you truly want to be able to say that 'people are our best asset' and know they will stay long enough to have a positive impact to bottom line results.

Metrics – a key to success

The old saying is 'If you can't measure it, you can't manage it'. As a staffing manager, how effective are the programs and policies you have in place?

Did you meet your targets for recruitment last quarter? How well prepared are you to advise the Board about that proposed offshore development facility and its

various staffing implications, including related functions such as Training and Education? What effect will recent USCIS changes like the 'PERM' program have to sponsoring key people for permanent U.S. residency?

Are your outsourced companies in compliance with work permit rules and what effect will there be on your CEO's ability to sign the next SEC filing if the outsourced company is out of compliance? These are just a few of the many questions that should be top of mind for a staffing manager.

Creating the partnership

To evolve the staffing role means doing a number of things. Firstly, begin by thoroughly understanding the corporate strategic plan and where the company is going. Sit down with your counterparts in HR and with the CEO and discuss the next couple of year's plans. Then identify what areas of staffing knowledge you need help with. It's always helpful to know what you don't know.

Next, the tough one; budgets and resources are difficult to get. However, you will need help and often this comes in the form of consulting from specialized firms.

Often, it's a matter of getting a 'kick start'; assessing the gaps, developing programs that will help you provide a more complete service to the organization and then using this new information to help the overall business planning.

Lastly, don't forget the metrics. Showing the effectiveness of various programs clearly demonstrates that you know how your performance as a staffing manager directly impacts the bottom line. -end-

FYI → **Comments & Questions are welcome.**
Please email to:
info@jntconsulting.com

Note:

This article was also published in HR & Corporate Relocation News, in April 2005 Issue.



"requires the staffing manager to demonstrate global knowledge and cultural sensitivity"

Immigration Updates ... 'The Perm Program' and its challenges

The new Foreign Labor Certification for Foreign Workers called 'The Perm Program' is now in place and running effective March 28th 2005.

What are the features of the new Foreign Labor Certification? First, it replaced the RIR (Reduction In Recruitment Program) and Traditional Labor Certification which was popularly known as supervised recruitment by the SWA (State Workforce Agency).

Second, the new labor certification program is advocating an online application through a web based and secure application system in conjunction with the Department of Labor and Department of Homeland Security / USCIS.

This new program has more intensive prerequisites compared to the previous RIR. Employers must maintain a strict compliance model in order to subscribe into its

requirements.

The 30 days recruitment period is a welcome feature, however the compliance period is shorter in order to experience the anticipated 45 to 60 days adjudication time. Non-compliant applications will be subject to an audit by the DOL which will open the 'Pandora's box' for employers who are not following the rules.



<http://www.plc.doleta.gov/>

H1B Visa Reform Act of 2004

The annual controversy about the shortage of H1B Visas for specialty occupations requiring theoretical and technical expertise in a specialized field is being addressed by the new H1B Visa Reform Act of 2004.

The proposed regulation is now with the Federal Register effective May 4, 2005 for comments. For details about

this Act please click here to read the [Memo](#).

The Act, passed in December 2004 adds 20,000 H1Bs for students who have graduated from US academic institutions with Master's degrees or higher.

USCIS warned employers not to submit new H1B petitions pursuant to the Act until it has published official guidelines.

"US-VISIT is a part of security measures that begins overseas and continues through visitor's arrival and departure, incorporating eligibility determinations made by both the Dept of Homeland Security and State" - DHS

US-VISIT



The current pilot program has two levels of security. Universal entry control and exit control. During exit check out is via an unmanned kiosk, followed by a supervised verification prior to boarding the aircraft or vessel.

The Kiosk reads the passport and visa and takes index fingerprints and a photograph, producing a check-out-receipt. An attendant at the departure gate verifies the receipt and identity, then permits or denies boarding.

For additional guidance on this matter, please click here to go to the [US-Visit website](#)

