



Recognized Regional Group
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IMPORTANT NEWS

The March 'Best of the West Relocation Summit' on March 17, 2010 was a

HUGE success!

A special thank you to all of our wonderful speakers:

Robert Brizuela
Jay Delich
Deane Foote
Scott Hamilton

We learned about next practices, what is happening in Arizona, and relocation policy changes.

A warm thank you to our Corp. HR Panel participants:

Cheryl Bilancia
Robert Brizuela
Mark Bradley
Debbie Ethier
Kathy O'Leary
Bernadette Phillips-Garcia

Thank you to all of those in attendance, please look for some of the presentations on the link sections of the ARA site soon.

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Immigration Reform Discussions Start...Again

The road to immigration reform has been a slow one with many stops and starts. Ultimately, despite years of discussions, no comprehensive changes have occurred. Instead, there have been smaller adjustments to the existing system: more vigorous enforcement of existing laws (for example, via I-9 audits) and expansion of the Internet-based employment verification system known as E-Verify.

President Obama breathed a bit of new life into immigration reform when he met with Senators Chuck Schumer (D-NY) and Lindsey Graham (R-SC) on March 11 to discuss new proposals on immigration reform. The senators have sketched out reform that would include: a path to legalized status for some 10.8 million persons illegally living in the United States; a guest worker program allowing a limited number of foreign nationals to work temporarily in the United States; and a national biometric identification card to be used by all legal workers to gain employment. The controversial biometric card would be phased in among employers. As the scanner required to check identification cards would cost an estimated \$800, larger employers could purchase a scanner to process newly-hired employees while smaller employers could take applicants to a government office (e.g., the Department of Motor Vehicles) to process new hires. According to his website, Senator Graham made it clear to the President that his support for immigration reform would halt if health care reform via reconciliation (i.e., passing health care reform with a simple majority by circumventing a Republican filibuster) occurs in Congress. Considering the length of the health care debate and the past history on immigration reform efforts, many remain skeptical that comprehensive reform will occur in 2010.

Source: The Emigra Globe

Pre-Listing Inspections Could Lead to Quicker Home Sales

Individuals who are planning to put their homes up for sale may want to consider getting a pre-listing inspection, which could help them avoid several headaches later in the process.

Due to an increase in bank-owned property and foreclosed homes on the market, many prospective homebuyers are being advised to pay particular attention to the condition of the properties that interest them, NorthJersey.com reports.

Home sellers who are able to pay for these inspections can save money and time on the preparation of their property disclosure documents. Because these reports typically include detailed descriptions of the state of structure and system functions - including heating and cooling mechanisms - homeowners may be able to anticipate their buyers' demands.

Furthermore, individuals who hire home inspectors before putting their houses on the market may be able to plan for additional expenses that could arise during the closing process. They may also use the report to complete any additional home repair and maintenance projects before they host any showings.

These examinations may also provide an immediate benefit to homeowners, as they could help them discover any immediate threats to their own safety, such as radon gas or termite infestation, according to the International Association of Certified Home Inspectors.

Source: Brain Teasers

When the Law's Not Enough to Fix the Problem

By: Stephen Paskoff

- The pharmaceutical firm that keeps selling a profitable medication even though its researchers know it has significantly adverse side effects.
- The hospital that tolerates physicians' abusive behavior even though it's aware of the distraction their conduct causes during day-to-day practice.
- The automobile manufacturer that conceals a discovered defect that could cause fatalities rather than absorb the costs of expensive product recalls.

Organizational disasters have resulted recently from each of these fact patterns. I know I'm not alone in noticing how the same kinds of action keep causing avoidable catastrophes. Trained legal professionals hired to clean up problems like these will quickly issue spot violations tied to FDA, labor and employment, and product liability regulations. Applying their talents and training, they'll help reduce exposure through successful analysis, argumentation and negotiation. But while such legal skill is well-suited to lessen catastrophic losses once bad events have occurred, relying too heavily on it for prevention, as we often do, won't forestall disasters. This isn't a knock on my fellow professionals. By analogy, a superbly gifted surgeon will have all the skills needed to delicately remove a damaged kidney but will likely lack the full arsenal of knowledge and training to treat the underlying disease requiring the operation. It's simply a different specialty. Similarly, with complex business problems of the kind described above, the strategies, actions and tools required to prevent systemic problems are not wholly aligned with the legal expertise that's required to resolve them.

Here's why: Serious business problems of the kind summarized above generally aren't caused because people didn't know the legal basics about what they should or shouldn't do or because their organizations lack policies or systems to prohibit or intercept improper acts. Instead, they result from failures of leadership, culture and values that block actions that would logically prevent, detect or correct such events. Yet leadership, culture and values are not subjects that lawyers study, are trained to evaluate or often take seriously. When I practiced law as management counsel, I did not spend much time wondering what caused the legal problems I was trying to prevent. I did not understand what leadership, culture and values meant or the impact they had on organizational conduct. To me, they were buzzwords and jargon, not the keys to solving what later became the "concrete" legal problems I had been hired to defend.

As legal counsel, I studied the law to figure out the clearest areas of risk; I read regulations to understand what needed to be done and documented. But I couldn't find a statute saying how leaders must act to demonstrate commitment to values like honesty, safety, quality, civility or inclusion. Nor did I think to look for one. In fact, there was not then and is not now a code stating what it takes to make daily conduct part of culture or what culture is and how it is developed.

So, without knowledge or training in addressing systemic legal problems based on cultural issues, as many serious issues are, the legal approach often recommended then and now is this: Communicate the law and policies, set up hot lines and keep good records.

These steps will fix your problem. But here's what I've learned during the past 20-plus years: They won't. Compliance with the law is vital, but to avoid serious systemic failures of the kind summarized above, it's just never enough. Here are a few questions to consider when determining if a problem must address cultural change and requires broad-based leadership commitment or is one where communicating information and setting up processes may be sufficient.

- Are issues that need to be fixed tied to basic kinds of behavior such as abuse, harassment, falsification of information or cover-up of problems? If so, giving people more information won't solve the problem. Offenders likely already have the information; they are just not seeing it as important.
- Are standards being ignored by key business leaders? If so, then resulting ills are likely the result of ineffective leadership, not just a need for more information being transmitted or more rigorous policies.
- Are proper standards discussed by top leaders but no one else? If so, messages and action steps are not being properly communicated and integrated into daily performance.
- Are company values ever discussed in day-to-day business meetings in the context of how business decisions are made? If not, then they are likely cosmetic and won't help prevent or resolve major problems.

Source: WF blogs. Stephen Paskoff is a former EEOC trial attorney and the president of Atlanta-based ELI.



TOP 10 AIRPORT CONNECTION TIPS

Making connections while traveling isn't easy. Whether you are stuck at JFK waiting for your delayed flight, or trying to comprehend Geometry, just remember that connections can happen to you when you least expect them. So just where are you best off making a connection?

Below is a list of best airports for International Airport Connections:

- Newark Intl
- John F Kennedy Intl
- Philadelphia Intl
- Dallas/FT. Worth Intl
- Minneapolis/St. Paul Intl
- San Francisco Intl
- Charles de Gaulle Paris
- O'Hare Intl
- London Heathrow Airport
- Rome Fiumicino Airport



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