

Food for Thought

2006 State Employee Charitable Campaign

Each year, the State Employee Charitable Campaign provides you an opportunity to improve the lives of people across our state and around the world. By contributing conveniently at work, you can support your choice of many deserving charities, including those that serve your own community.

The SECC runs from September 1 through October 31. A big day for the Texas A&M campus community will be October 24. That's when Vice Chancellor Elsa Murano will host and perform at the second annual Texas A&M Agriculture Talent Show to support the SECC. Come if you can! – 3:30 p.m., room 201 Memorial Student Center.

No matter your location, you should receive a triplicate form that enables you to make a one-time gift or a monthly payroll deduction. Some locations may have additional options, like online giving through a local SECC Web site. Be sure to watch for local instructions and announcements of special fund-raising events.

This year's campaign theme is *"be part of a life-changing experience."* Contributions certainly made a life-changing difference to those who needed a safety net after Hurricanes Katrina and Rita. This year, campaign organizers simply ask for your participation, regardless of amount. They challenge us to join in saying, *"I was part of a life-changing experience for thousands I didn't know... What did you do today?"*

If you also want to volunteer your time and talent to the campaign, or if you have questions, please contact your unit/department/center coordinator or one of the individuals listed below. General state information (including the nearest local campaign contacts) is available online at <http://www.secctexas.org>.

Texas A&M Agriculture's lead SECC coordinators are:

COALS/TAES/TCE in Brazos County: Suzanne Deatherage and Linda Edge

Research and Extension Center liaison: Jeanette Phillips

Texas Forest Service: LeeAnn Scasta

Texas Veterinary Medical Diagnostic Laboratory: Beth Johnson and Doris Tykal

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We do not remember days, but moments. Life moves too fast, so enjoy your precious moments.

— Unknown



Direct Deposit and Electronic Pay Stubs

The Ag Program Payroll Office provides two convenient services for employees, direct deposit of your payroll check, and electronic check stubs. Take advantage of the ease and convenience of these programs today.

ELECTRONIC CHECK STUBS - By signing up for electronic check stubs, you are delivered an email reminder that your check stub is available to be viewed through the HR Connect Website.

DIRECT DEPOSIT- Allows your paycheck to be in the bank before you even get to work on payday. NO LINES, NO BANK, NO HASSLES!

SIGNING UP FOR ELECTRONIC CHECK STUBS

1. Log onto HR Connect through the Single Sign On website at: <https://sso.tamu.edu/>
2. If you have never logged onto the system, follow the directions titled "New Employees- Set up your password."
3. Follow the password wizard to create your password. If you do not know your UIN or ADLOC number, contact your departmental payroll contact. They will provide you with the correct information.
4. Once you have created a password, click onto HR Connect, and select the Payroll

Data tab. Scroll to the bottom of the page, and under "On-Line Payroll Earnings Information," just CLICK FOR DETAILS.

5. Follow the instructions, and you will receive an e-mail reminder that your check stub is available to be viewed and printed through HR-Connect.

SIGNING UP FOR DIRECT DEPOSIT

1. You may now sign up for Direct Deposit through HR Connect as well.
2. Log onto HR Connect through the Single Sign On Website at: <https://sso.tamu.edu/>
3. Select the Payroll Data Tab in HR Connect
4. Scroll down until you find "Direct Payroll Deposit Information" and just CLICK TO EDIT
5. Follow the instructions and enter your banking information through our safe and secure website.
6. Or, you may still complete the Direct Deposit Form, located at: <http://agservices.tamu.edu/forms/AG-501.pdf>
7. Return to the Payroll Office at:
AG Program Payroll
2162 TAMU
College Station, TX 77843-2162

Life Balance

Hot Topic: Job Burnout

A 2005 study by the *Families and Work Institute* found that **1/3** of all U.S. employees can be viewed as being **chronically overworked**.

Many of us are working longer **hours**. But even more significant is the **way** we work today.

Especially important is an increasing inability to **focus** on our work – because of constant *interruptions* and distractions ... and excessive *multi-tasking* (required to keep up with all that has to be done).

Other factors identified in that study include:

- **Job Pressure** – not enough time to get everything done
- **Low-value Work** – spending time doing things perceived as a waste of time
- **Accessibility** – contact with work outside normal work hours
- **Working While on Vacation ... or Unused Vacation**

The **consequences?**

The more overworked employees are, the more likely they are to: make **mistakes** at work ... feel **angry** at their employers ... and **resent** their coworkers.

In addition to such *work-related* outcomes are the **personal** ones:

- Higher levels of **stress**
- Poorer **health**
- **Self-neglect**
- Increased symptoms of clinical **depression**

In fact, the *Families and Work Institute* found that **26%** of workers are often or

very **burned out** or stressed by their work.

And the *St. Paul Fire and Marine Insurance Co.* determined that problems at **work** are **more** strongly associated with health complaints than are **any other** life stressor – more so than even financial problems or family problems.

The **monetary impact?**

It has been *estimated* that as much as **\$300 billion** (or \$7,500 per employee) is spent annually in the U.S. on stress-related:

- Compensation claims, health insurance costs and direct medical expenses
- Reduced productivity, absenteeism and employee turnover

This month, we focus on what the **individual** can do for him/herself. That is, how **you** can alleviate your own job burnout ... and how **your employees** can alleviate their own. And we're providing **four Cool Tools** to do it.

The Secret to Alleviating Job Burnout

What do we **mean** by 'burnout'?

In general, it's feeling like our **inner resources** are **inadequate** to cope with situations. Burnout is a form of **excessive** stress ... or our reaction to **ongoing** stress.

Job burnout is feeling this way about our work ... where the situations are **job-related**.

Continued on page 4, see "Job Burnout"

Job Burnout, con't. from page 3

The **Secret** (or, at least, the first step) to alleviating it is:

Acknowledge how burned out you are.

One way to assess burnout level – in yourself or in your employees – is to look for any of these **signs** of burnout:

1. Chronic **fatigue**—exhausted, rundown, etc.
2. **Negative**, irritable, critical of self, easily angered
3. Feeling **overwhelmed**
4. Frequent **headaches** and **gastrointestinal** upset
5. **Weight** loss or gain
6. Shortness of **breath**
7. Feelings of **helplessness**
8. **Anxiety**/panic attacks, depression
9. Declining **productivity**
10. **Interpersonal** problems

And see if any of these job-related **causes** of burnout are applicable to you or your employees:

1. Feeling unable to meet **job expectations**
2. Feeling your **true abilities** are underutilized
3. Poor relationship with **supervisor**
4. Difficult relationships with **coworkers** or **customers**
5. **Unappreciated** for good work
6. Lack of **timely feedback** or praise from supervisor
7. Feeling supervisor doesn't **listen** to your issues
8. Feeling **left out** of things
9. **Changes** in business or work environment
10. Inability to **balance** personal and professional life

Once you've acknowledged that you **are** burned out (to whatever extent) ... what can you **do** about it?

There are four *Arenas*: **Physical ... Mental ... Interpersonal ... and "Spiritual."**

Therefore, this month we have **four Cool Tools...**

Tool #1: Physical

This one is pretty straightforward:

1. Get a **physical exam** – how is burnout impacting your health?
2. **Eat** healthy – all 4 food groups, in moderation ... no fad diets or binging
3. **Exercise** – regularly, moderately, appropriate to your age and condition
4. Practice **relaxation...**

In our workshops, we teach **four** different relaxation techniques. Here's **one** of them:

The Purifying Breath

This exercise not only cleans your lungs – it also stimulates and tones up your entire breathing apparatus ... and refreshes your whole body. It may be practiced by itself ... or combined with other relaxation exercises.

1. Begin by sitting or standing up straight in good posture.
2. Inhale a complete and natural breath:
 - * Breathe through your nose.
 - * Breathe *deeply* into your abdomen – *completely* filling your lungs.
 - * Hold this breath for a few seconds.
 - * Exhale a little of the air with considerable force through a small hole between your lips – as though you were blowing through a straw.
 - * Stop exhaling for a moment and then blow out a bit more air.

Repeat this procedure until all the air is exhaled in small, forceful puffs.

continued on page 8, see "Job Burnout"



All Aboard the Learning Central Line!

Our monthly TTVN Training and Information sessions continue this fall with the following schedule (all from 10:00 – 12:00 CST).

Sept. 26 – Management Review and Compliance – (The Management Review Team)

October 31 – Long Term Health Care and Its Open Enrollment — (Jan Kyles)

November 28 – To Be Announced

December 19 – (Tentative) Online Performance Evaluations — (Jennifer Humphries)

Please note: In January we will have our Staff Symposium in conjunction with Agriculture Conference, so begin making plans to attend.

-- Bob Hensz



Don't Make This Stupid Mistake When Applying For a Job

Here's another reader contribution submitted to 48Days...

I thought that you would appreciate this story about a resume blunder. I work for Fairfield resorts and we recently had a number of positions open up at our resort. Our director of operations at the resort posted a job listing on an Internet job search site and received a flood of resumes that week. She was up late reading resumes after resumes and was becoming bleary eyed. What finally convinced her to stop and go to bed was when she came across a resume where she was asked to respond by e-mail to susanthedrunk@email.com (I have changed the first name and e-mail domain to protect her privacy, but the impact remains the same). It's hard to believe that someone seeking a job would offer this wonderful first impression!

With the explosive use of e-mail, people are still learning proper etiquette on the Internet. Espe-

cially if you are using the Internet to send resumes, it may be a good idea to reconsider your e-mail address, according to Cleveland-based Management Recruiters International. People with extremely personalized Internet user names—say “WineLover” or “FastCar” may be delivering a first impression that is way too revealing for an employment opportunity, MRI warns. I actually received an e-mail recently from “Sleepingwithmen” as the sending address. Yes, I had a difficult time taking anything in the content of the letter seriously. Be careful of that catchy address that is cute for your friends but very unprofessional for anything else. Also, be aware that most prospective employers will be turned off by somebody who has the poor judgment to look for a new job using their current employer's e-mail system.

— Reprinted from Dan Miller's weekly e-newsletter, 48 Days, Business Source in Brentwood. www.48days.com

Helpful Websites

Agriculture HR - <http://aghr.tamu.edu/>

Ag Program Directory - <http://agdirectory.tamu.edu/>

A&M System Online

The Newsletter for A&M System

Employees and Retirees) - <http://tamus.edu/systemwide/>

Benefits - <http://aghr.tamu.edu/benefits.htm>

Dictionary - <http://dictionary.reference.com/>

Employment

Posters - <http://hrtoolbox.tamu.edu/>

GreatJobs - <http://greatjobs.tamu.edu>

Forms (Alpha List) - <http://agservices.tamu.edu/Forms/forms-alfa.htm>

HR Connect - <http://sso.tamu.edu>

LeaveTraq - <http://sso.tamu.edu>

Online Employee

Processing - <http://aghr.tamu.edu/processing.htm>

Payroll - <http://aghr.tamu.edu/pay.htm>

Policies, Procedures

& Forms - <http://aghr.tamu.edu/pol.htm>

Selective Service Registration

Verification - http://www4.sss.gov/regver/verification_nc.asp

Single Sign On - <http://sso.tamu.edu/>

Zip Code

Lookup - <http://zip4.usps.com/zip4/welcome.jsp>

Did you know...?



The name of the legendary Lady Godiva's horse was Aethenoth.

The name of the broken-down, partially blind old horse Ichabod Crane rode in Washington Irving's *Legend of Sleepy Hollow* was Gunpowder.

Statistics show that at race tracks, the "favorite" wins fewer than 30 percent of all horse races.

When a Clydesdale has his mane done up in those small "pigtails", the style is called an Aberdeen Roll. No one knows who first started braiding the Clydesdale's mane this way. But today, no Clydesdale enters the ring without it.

"Jingle Bells," the popular Christmas song, was actually written for Thanksgiving. The song was composed in 1857 by James Pierpont, and was originally called "One Horse Open Sleigh".

It is estimated that there are about 750 million horses in the world.

Calling for 2-1-1

What is 2-1-1?

2-1-1 is an easy to remember telephone number that connects callers to information about critical health and human services available in their community.

2-1-1 reaches approximately 139 million people (over 47% of the total U.S. population) in 32 states and the District of Columbia. Yet, millions of Americans still need to be connected.

America needs 2-1-1 to be accessible nationwide. As the number of organizations providing specialized services is on the rise, people find it frustrating and confusing to access community services. 2-1-1 provides a one-stop service for vital information.

While services that are offered through 2-1-1 vary from community to community, 2-1-1 provides callers with information about and referrals to human services for every day needs and in times of crisis. For example, 2-1-1 can offer access to the following types of services:

- **Basic Human Needs Resource** — food banks, clothing, shelters, rent assistance, utility assistance.
- **Physical and Mental Health Resources** — medical information lines, crisis intervention services, support groups, counseling, drug and alcohol intervention, rehabilitation, health insurance programs, Medicaid and Medicare, maternal health, children's health insurance programs.
- **Employment Support** — unemployment benefits, financial assistance, job training, transportation assistance, education programs.
- **Support for Older Americans and Persons with Disabilities** — home health care, adult day care, congregate meals, Meals on

Wheels, respite care, transportation, and homemaker services.

- **Support for Children, Youth and Families** — quality childcare, Success by 6, after school programs, Head Start, family resource centers, summer camps and recreation programs, mentoring, tutoring, protective services.
- **Volunteer opportunities and donations**

How is United Way involved in 2-1-1?

- 2-1-1 was first launched by United Way of Metropolitan Atlanta in 1997 and now reaches into 31 states and the District of Columbia.
- United Way supports 2-1-1 as the first number to call to connect with health and human services and volunteer opportunities.
- July 2005 was the Five-Year Anniversary of the Federal Communications Commission's (FCC) assignment of 2-1-1 for the purpose of community, volunteer, and human service information and referral.
- United Ways have a long-standing tradition of commitment to funding information and referral (I&R) services in their respective communities.
- 2-1-1 and its goal to contribute vital information that benefits individuals and communities mirrors the mission of the 1,346 United Ways nationwide to better people's lives.

How is 2-1-1 funded?

- 2-1-1 centers have various funding sources—local United Ways, community foundations, state and local government funds.
- Senators Elizabeth Dole (R-NC), Hillary Clinton (D-NY), and Richard Burr (R-NC), and Representative Michael Bilirakis (R-FL-9) and Anna Eshoo (D-CA-14) have introduced bi-

cont'd. on page 11, see "2-1-1".

Job Burnout, con't. from page 4

Tool #2: Mental

Ultimately, stress is **internally** generated – how you *process* external triggers of burnout.

1. Develop or improve **coping skills**.
[See our issues on *Anger Management*, *Self-Talk*, and *The Challenge of Change*.]
2. Understand your **strengths** and **weaknesses**:
 - * **Capitalize** on your strengths
 - * Find ways to **shore up** your weaknesses (e.g., through others, self-improvement)
3. Learn effective **inner resource** management:
 - * Take **breaks**
 - * **Relax** during your time off (and work breaks)
 - * **Delegate** and/or swap tasks with others
 - * Ask for **time off** ... and use **all** allotted vacation time
4. Set **realistic goals** – goals that are important to **you**, not to please others ... Which are challenging, but attainable
5. Learn to schedule **"me" time** – not for work, family or friends ... but for **you**
6. Consult **EAP**, life skills coach or mental health counselor.
[You'll consult professionals for your financial or legal affairs. Why not for your **mental** well-being?]

Tool #3: Interpersonal

Are your relationships with others **enhancing** the quality of your life ... or diminishing it?

1. Nurture **close relationships** – spend "quality time" with your loved ones

2. **Participate** in clubs, associations, group activities – that relax and enrich you ... *eliminate* the ones that don't
3. **Address** ongoing issues with supervisor, coworkers, family, friends
 - * Practice **assertion** [See our *Virtue of Assertiveness* issue.]
 - * **Listen** [See "How to Listen" section of our *February 2004* issue.]
4. *Consider* a job/career/life **change**. However...
 - * **Avoid** making changes out of anger, desperation or panic
 - * Instead, seek **other** options ... **And**
 - * **Wait** until you can make a logical, rational Decision

Tool #4: "Spiritual"

By **"Spiritual"**, we don't mean anything weird or mystical. Rather a "cleansing of the soul" or nurturing your inner self. It includes:

1. **Religion** – whatever that may be for you ... especially prayer or confession (and their secular counterparts)
2. **Meditation** – a very deep and focused form of relaxation
3. **The Arts** – performing or experiencing music, dance, theatre, graphic arts, etc.
4. **Hobbies** – that engage your attention and leave you feeling relaxed and fulfilled
5. **Volunteer** work – contributing your time to a cause you find meaningful

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Always keep your words soft and sweet, just in case you
have to eat them.
— Unknown

How Marbles Can Change Your Life

There is a secret to happiness. Very few people know of it, and if they do, even less understand its power. I want to share it with you today because I believe it can change your life, and it can happen as soon as you want it to.

A story was passed on to me that literally changed how I looked at my life as soon as I was finished reading it. I was amazed at how simple a story can be and still have a profound impact on others.

In this short story lies the secret to living a life full of joy, happiness and fulfillment. It doesn't matter how many things you own, how much money you make, or how important people think you are. If you don't learn how to enjoy your life, no amount of material wealth will bring you the happiness you are looking for.

Follow the stories example and you'll have the motivation you need to improve your life and the outlook that will bring you meaning and satisfaction.

THE MAGIC OF THE MARBLES

He was fifty-five years old, had a bowl full of marbles, and felt terrific. It was unknown territory for Bill, who for years had been unhappy with his life and didn't see any hope for a brighter future. Today he is a changed man. It doesn't matter what happens to him, Bill responds to it calmly and smiles. Nothing can get to him, and everything makes him feel good about his life and his future.

Back to the marbles...

On average, people live to be seventy-five years old. Some longer, some shorter, but the average person will reach this age. Realizing this, on a sunny Saturday afternoon, Bill did some simple calculations to figure out that the average person has 3,900 Saturdays in his or her lifetime.

Being fifty-five, Bill had 1,000 Saturdays left to live. He went to a small toy store in town, and bought every marble they had, 1,000 in all. Later that night, he placed all of the marbles in a large glass bowl that he placed in the living room.

As each Saturday passed, he would take one marble out of the bowl and throw it away. Bill watched as the bowl's contents shrank, and he realized that he didn't have forever to create a happier life. Each day he felt

negatively about his life was one less day he had to be happy.

TIME WAITS FOR NO MAN

One day, his last Saturday will come. Bill never looked at his life this way. He never faced the fact head-on that life was short and there is a limited amount of time to make the most of it.

He looked at his current priorities and did some rearranging. At the top of the list he put spending time with his family and friends, appreciating what he had, and enjoying each moment he was alive.

Without changing his external world, Bill's life was completely different. He didn't earn more money, lose weight, or create new relationships. He simply took what he had and looked at it in a whole new light.

After making the marbles a part of his life, his new attitude enabled him to fix the areas in his life that were lacking. Before he felt powerless to change anything, and only wished for things to improve without doing anything. Now he was taking positive actions to create a life that made him feel good.

We all know that we can't live forever, but thinking of it in these terms can really help to put things in perspective. It makes you realize how valuable each day is, and what a loss it would be to not enjoy each one.

Depending on your age, you have a certain number of marbles left in your jar. If you haven't created the life you have always dreamed of yet, at which point will you decide to make the change? How many marbles have to be thrown out before you enjoy your life?

THE TIME IS NOW

Today is the perfect day for change. Today is your day to take one step towards your goals and dreams. Imagine it, living life on your terms, doing what you want, when you want, and loving every minute of it. It's possible. You can have everything you want in life, but you have to take control of motivation and make it work for you.

— by Jason M. Gracia - Motivation123

Get your Free Motivation Kit filled with dozens of quick and easy motivation tips and techniques at the Motivation123 Web site. Visit www.Motivation123.com now!



Processionary Caterpillars



A very unusual experiment was conducted by John Fabre, the French naturalist, consisting of processionary caterpillars, a type of caterpillar that blindly follows the one in front of it.

This explains the name processionary caterpillar. The experiment consisted of several of these caterpillars, a flowerpot filled to the rim with dirt, and pine needles.

The caterpillars formed a complete circle around the rim of the flowerpot, with the first one touching the back of the last one. The pine needles, the food of the processionary caterpillar, were placed in the center of the circle.

The caterpillars began their procession around the flowerpot, one following the other in a circle. This went on hour after hour, day after day, for an entire week. In the end, every one of the caterpillars dropped dead of starvation.

The one thing that could have saved them was only six inches away, but without purposeful thought or action, the caterpillars continued with a habitual routine that eventually proved too much to endure.

This is happening to people you know, maybe even you, although not to this degree. Get stuck doing the same old thing every single day and your goals, sitting only inches away, are as good as gone.

Plain and simple. You might think it's a little too simple, but falling into a routine can destroy your life. I have very strong beliefs about this because I have seen it happen to people close to me, as I'm sure you have as well.

Good friends and family start off with bright hopes for the future, but their routine begins to take their place. 'No time, no time,' is a common excuse. After seventy years of having no time to do the things you have always wanted to do you'll end up with nothing but a good excuse in the end.

This is your life we are talking about here. It's worth taking the time to break the pattern of habit and creating the changes you wish to make.

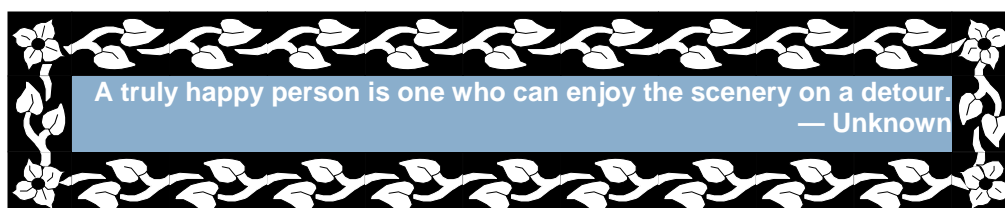
There is little more that is as important as the life you create and the good you leave behind. Recognize if you are in a routine and break free.

Sometimes it's a matter of an attribute we all seek in life - confidence. Permanent change requires courage and a strong belief in your ability to succeed, something that we all doubt from time to time.

If you would like to learn how to create the confidence you dream about having, visit the address below for the answer:

<http://www.motivation123.com/cmd.php?ad=211382>

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2-1-1 cont'd. from page 7

partisan legislation named *The Calling 2-1-1 Act* (S 211/HR 896) that would provide federal funding for 2-1-1 and encourage support of it nationwide.

Cost Benefit Analysis

United Way of America commissioned a study to assess the expected costs and anticipated benefits of a nationwide 2-1-1 system. Completed in December, the University of Texas Ray Marshall Center for the Study of Human Resources concluded the following:

- When an individual seeks information or referral services for which they have little or no prior knowledge or experience, dialing 2-1-1 is much simpler than other options.
- General information systems, such as 4-1-1, provide information that is too general in nature to be very useful and may charge a fee.

- As a one-stop shop for social services, 2-1-1 would ultimately save Americans millions of dollars in taxpayer money.
- A national service of this type is estimated to provide \$130 million the first year and \$1.1 billion in net value to society over the next 10 years.

Where can additional information be found about 2-1-1?

Information about the 2-1-1 legislation is available on the UWA website at www.211.org or by contacting Patrick McIntyre, Director of Public Policy at 703-836-7100, ext. 496.

Information about the 2-1-1 initiative is also available at www.211.org or by contacting Kelly Levy, Director 2-1-1, at 703-836-7112, ext. 211.

Why Do People Leave?

Employee Retention

Most of us believe our employees leave us for money reasons. How many times have you said, "If only I could have paid her more, she would have stayed."

Yes, we've lost people because of money, but the majority of contemporary research finds that people leave for one major reason and several subordinate ones. So if the major reason is not money, what is it? Think about some possibilities and continue reading...

THE MAJOR REASON

The answer is that most people leave their jobs because of their supervisor or team leader! What is it about this workplace relationship that makes it the number one reason so many people leave

their jobs? Basically, it's a lack—of trust, of communication, of relevant and timely feedback, of appreciation, of fair treatment and of information. In many organizations the size of the company becomes the reason for the "lack ofs." Sociological research indicates that once a business entity grows to more than 150—200 people the "lack ofs" grow into "issues" because managers, supervisors and/or team leaders get too far away from their people. When you go higher in the organization, you begin to "see" a lack of familiarity. A lack of familiarity appears to breed discontent, which results in a high rate of turnover. Some additional reasons and thoughts about why employees leave a company include the following:

Continued on page 12, see "Leave".

Leave, cont'd. from page 11

1. If you are operating a service business, and who isn't today, marketing experts say that the customer isn't really #1 and the stockholders aren't #1 either. It's the employees! Why? Because if service employees aren't happy, then customers don't get the service they and you expect and, obviously, the stockholders don't get the returns they expect because of poor operating results.
2. "Free Agency" is growing among traditional workers. Research shows that 8 out of 10 independent professionals won't return to the traditional work force. That's how happy they are working on their own. Lack of loyalty is now a two-way street. Corporate America downsized and many "free agents" found that they liked the result.
3. Research reveals that 50–55 percent of all employees are always looking for a new job.

WHAT'S TO WORRY ABOUT?

Consider the following facts on the subject of employee turnover (gathered from a variety of sources):

1. By 2003 the number of "baby boomers" retiring will exceed the new recruits who will take their place.
2. Average job tenure dropped from 23+ years in the 1950s to 4+ years in the 1990s.
3. In 1997, 53 percent of all working people reported expecting to quit their jobs in five years.
4. Turnover costs money as follows:
 - a. The cost of terminating employees.
 - b. The cost of hiring replacements.
 - c. The cost of training new employees.
 - d. The cost of lower productivity for new employees.
 - e. The cost of customer dissatisfaction with less or lower-quality service from new employees.
 - f. The cost of lost ideas and suggestions because of less experience.

WHAT CAN YOU DO?

Successful companies, or companies that are on the list of the most admired companies in America, have found that fame is fleeting. But they can have the staying power they desire if they focus on their people. Experts suggest that the following steps can help make organizations better at keeping their best people:

1. Focus on making managers, supervisors and/or team leaders better. Look at the relationships between people. Don't accept poor management behavior.
2. Look closely at whom your company is recruiting. Are your recruiting methods just bringing you more turnover? REMEMBER: Poor hiring = High turnover.
3. Determine if high-turnover is due to managers, supervisors and/or team leaders losing the familiarity level discussed above? If so, do something about it!
4. Find out if the top people in your organization spend at least 80 percent of their time managing people or tasks. If the answer is "tasks," you're building a turnover problem.
5. Look at the specific functional areas in the organization to see which ones are doing things "right." Implement those procedures organization-wide.
6. Contact Human Resources to customize a development plan for managers, supervisors and/or team leaders.



Laserfiche™ Document Management System

As we rapidly approach the unit implementation of the Laserfiche™ Document Management System, many questions have arisen about the input of payroll and personnel file information.

In general, you will not input any payroll file information as this will be accomplished by the Payroll Office. This normally will include the Forms 500 (or EPAs), and the initial hire paperwork. Units will have view access to the payroll information for their employees, however, to add documents to the payroll file, you will be required to send them to payroll (via the document Management System).

For the personnel files, units will input all the information. This includes the position descriptions, performance appraisals, training certificates, and

other documents pertaining to the employment relationship as described in the Personnel file checklist at <http://hrtoolbox.tamu.edu/compliance/Personnel-File-Checklist.pdf>.

You will not input any Direct Deposit forms, annual enrollment forms, initial benefit enrollment forms, annual compensation forms, and other such documents. Any medical related information such as medical certification for FMLA will be placed in a separate confidential medical file, and any information concerning EEO/Sexual Harassment complaints and investigations, will be placed in a separate confidential complaint file. Also remember to check the retention schedule before you input documents.

— Bob Hensz

