

Human Resources

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Current and past issues of Spotlight can be viewed at: www.lehigh.edu/~inhro/spotlight1.html.

DIVERSITY

Talkin' 'Bout Our Generations: Generation X

Slackers...if members of **Generation X** (born 1965-79) had a nickel for every time they heard that label attached to themselves and their peers, they could pay off their student loans. With the usual caveats about sweeping generalizations, we take a look at the generation that gave the world **Nirvana**, **Pulp Fiction**, stay-at-home dads, and **Google**.

Generation X is the smallest of the contemporary generations. Comprised of just 50 million members, the generation is surrounded by 78 million Boomers on one side and 76 million Millennials on the other. Gen Xers account for 28.5 percent of Lehigh's faculty and staff, versus about 33% in the overall US labor force.

Growing up in the late 1970s and 1980s, Generation X's shared experiences included:

- The "latchkey kid" phenomenon as women headed into the workforce and divorce increased
- The Iran hostage crisis
- The explosion of media – **CNN** and **MTV** started in 1980 and 1981, respectively
- The birth of the personal computer
- The Space Shuttle **Challenger** disaster
- The fall of the Berlin Wall.

Another important influence on this generation was the economic downturn in the late 1980s and early 1990s. It was the era of the "McJob," with college graduates working retail, or, in many cases, entering graduate school to wait out the recession.

HERE WE ARE NOW, ENTERTAIN US

In high school, Xers identified with **The Breakfast Club** and wanted to join **Ferris Bueller** on his day off. Some rode the British New Wave with **Duran Duran**, while others teased their hair high and rocked to **Bon Jovi**. Still others discovered the New York art/punk scene of **Patti Smith** and **Talking Heads** or danced to **Madonna** and **Michael Jackson**.

By the early 90s, Xers grabbed the pop culture reins and ushered in an era of independent film and music making. Technological advancements gave rise to independent record labels like **Subpop**, which launched the Grunge movement in Seattle. Directors like **Kevin Smith** financed their first movies (**Clerks**, 1992) on credit cards. This DIY (Do It Yourself) approach reflects the generation's resourceful, media-savvy, and pro-technology attitude.

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I STILL HAVEN'T FOUND WHAT I'M LOOKING FOR

Recently, the *Harvard Business Review's* **Tammy Erickson**, wrote about Gen X worker dissatisfaction on her blog. Speaking directly to the generation, she wrote:

You stepped out of university when the economy was slow and the Boomers already had a death grip on all the good positions before your job search even started.

In addition, many Gen Xers saw their parents lose jobs after decades of loyalty to a company. In hindsight, it's no surprise that this generation entered the labor force with a chip on its collective shoulder. Still, Erickson insists that Generation Xers' "skills, passions and talents are well-suited to the challenges of business today."

What are those skills, passions and talents? Review enough literature, and key traits emerge. Gen Xers are "unconventional," "cynical," "serious," "impatient," "pragmatic," and "disillusioned." Erickson highlights Gen Xers' multicultural sensitivity, seriousness and lack of conventionality as particularly useful at this time.

Gen X impatience and pragmatism resulted in innovations like **Amazon** (founder **Jeff Bezos** was born in 1964), and **Google** (inventors **Sergey Brin** and **Larry Page** were both born in 1973). All three founders of **YouTube** are also Gen Xers. They were early employees of **PayPal**, which itself was created by

another half dozen Gen Xers. Most business analysts agree that Generation X is the most entrepreneurial generation of our era.

As the original "latchkey" generation, Xers value work/life balance over financial rewards. Gen X fathers are more involved in their children's lives than previous generations. Xers look for ways to work smarter rather than spending long hours in the office in an effort to prove their worth or loyalty to their employer.

While experts praise this independent mindset, many Traditionals and Boomers have fretted about the lack of loyalty they see in their Gen X employees. Competitive Boomers are confused by the Gen X pursuit of work/life balance. Millennials, with their team-oriented mindset, are vexed by their co-workers preference for solo work.

So how can we all get along? And how can supervisors motivate Gen Xers and help them find fulfillment and satisfaction in their work so that they stay? Here is some advice, culled from the dizzying array of articles written on this thorny subject:

- From **Karen Auby** of *Bloomberg Businessweek*: *Limit in-person meetings. Offer alternatives like conference calls, video and web conferencing when collaboration is truly needed. For face-to-face meetings, stick to small productive groups and skip long planning sessions.*
- From **David Javitch** of *Entrepreneur*: *Since this generation has become accustomed to 'fending for themselves,'*

provide options – options for task selection, options for challenges, options to formulate new processes, and options to develop creative yet appropriate conclusions. You also want to allow them the freedom to use their own resourcefulness and creativity to achieve success.

- From **Tim Shaver** of consulting firm *Vistage International*: *Gen X workers are highly creative, productive and independent. They work best when handed a task and given little oversight, which can be unnerving to executives used to micromanaging. Companies can motivate and retain Gen Xers by offering career growth or advancement opportunities and personal acknowledgement, not necessarily a bigger salary.*

Given the sheer numerical advantage held by the Baby Boomers, their styles and attitudes still hold significant sway on the workplace environment. But eventually, most supervisors will be Gen Xers. As this happens, we can expect to see workplace culture move toward a more flexible and entrepreneurial environment.

Next time, we'll examine how the Millennial generation is taking technology and work-life balance to the next level. 🍷

More Events That Shaped Generation X

- 1978:** Louise Brown is born. She is the first baby born via in-vitro fertilization.
- 1981:** President Ronald Reagan is shot by John Hinckley, Jr.
Sandra Day O'Connor is named first female Supreme Court Justice.
- 1984:** Apple releases the Macintosh computer.
- 1987:** "Baby Jessica" falls down a well and the nation is riveted by live coverage.
- 1989:** The Exxon Valdez spills over 10 million gallons of oil into Prince William Sound.
The Chinese government cracks down on student protests in Tianamen Square.

Are We There Yet? How to Organize Your Family's Travel Time

Are we there yet? How far is it? I'm hungry! He's looking at me again!

If you are in a car for more than 15 minutes with a child, surely you have heard all of the above. Summer is finally here, and many of you may be planning to hop in the car to drive to an exciting destination. But when it comes to day-long drives with young children, getting there is not always half the fun!

By using some of these travel tips, you'll be able to plan a less stressful outing for your own family and find the courage to do it again next year, too.

WHEN ARE WE GOING TO BE THERE?

Whether the kids in your life are 2 or 12, they are clueless when it comes to space and time. Telling them repeatedly "soon, dear" does not give them any more indication of an ETA (estimated time of arrival) than saying that Christmas is in December to a 3-year-old. They just don't get it.

Satisfy their curiosity by providing them with the right tools for the job: a map, a compass, and an inexpensive digital watch. Even the smallest of preschoolers will be happy to find "north" on a compass, not to mention telling the driver he or she is going the wrong way!

Give your little navigator an atlas or a state map or make a good photocopy of yours. Highlight your planned route and place stickers or stars at scheduled rest-



stops. Not only does this point the way, it also takes care of the next two challenges: perpetual hunger while in motion and boredom.

I'M HUNGRY!

It's inevitable; no sooner than your car leaves the driveway, a small voice from the backseat cries, "I'm hungry!" Since you're going to need to clean out your car after a long trip anyway, put the kids in charge of their own snacks. Fill paper lunch sacks with premeasured snacks of fruit, crackers, cookies, trail mix, etc. Use your imagination, or let the kids help you make these in advance.

Put a small cooler with drinks (juice, milk, and water) in a central location where everyone can reach. Place it between the kids and it's a seat divider. No more "Mom, he's touching me!"

BUT I'M B-O-R-E-D!

The key to busting boredom (and preventing whining and fighting) is planning. Pack magnetic board games; handheld video games; an iPod or other MP3 player loaded up with audio books

or your child's favorite music. Of course, many of us now have the option of a DVD player. In that case, be sure you have plenty of viewing options and let the kids develop a fair turn-taking system for selecting movies. The library is a great resource for free DVDs.

If you want to avoid using DVDs or video games for at least part of the trip, assemble "activity bags" in paper lunch bags filled with a snack, an activity, and a toy. For toddlers and preschoolers, this can be a small box of raisins, a travel-size Magna Doodle, and a small stuffed animal. Older kids might enjoy Fruit Roll-Ups, word search puzzles, and a comic book. Raid the toy box for items that haven't been used in a while, they'll be excited to rediscover old friends.

Take the activity bag one step further by placing colored stickers on the outside of each bag: one sticker for the first bag, two stickers for the second, three stickers for the third, etc. If you hide these and don't let the kids know what's up until you get in the car, it's like a treasure hunt on wheels.

Driving trips don't have to be dreaded all year long. With a bit of organization, planning, and teamwork, you can supply your small travelers with some simple and effective ways to pass their time. Before you know it, they will no longer be asking, "Are we there yet?" but rather, "Dad, can I drive?" Enjoy the scenery, have a safe trip, and don't forget to send a postcard.

Adapted from an article by Debbie Williams. Reprinted with permission. To see additional articles on the IBH website, go to www.ibhcorp.com.

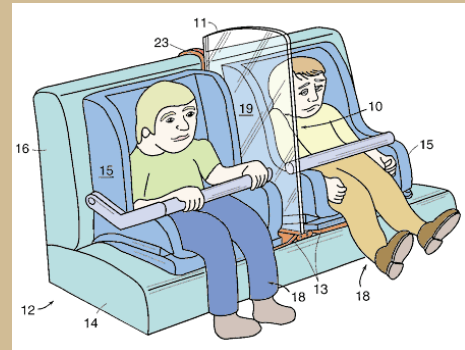
When All Else Fails...

If you just can't get your kids to leave each other alone, consider the *Squabble Shield*, an actual invention that was issued United States Patent number 6,142,574 in 2000. As the inventor wrote in her patent application:

...several relatively unsuccessful attempts have been made in the past to provide partial barriers on the back seat of a vehicle to keep the contentious parties separated from one another to reduce the level of conflict that would otherwise arise absent the barriers.

Unfortunately, these prior art barriers do not afford the degree of separation that is truly required to eliminate conflicts in that the children have no barrier present below the level of the seat and as a result they can still kick at one another in an attempt to annoy or otherwise exhibit dominance over their sibling rival for the affection and/or attention of their parents.

Regrettably, the Squabble Shield hasn't yet been produced for sale.

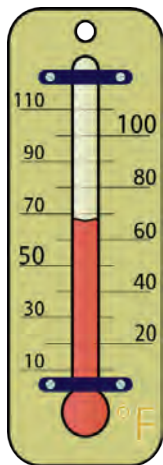


Actual Illustration from Patent Application

Have You Completed Your 2009 GPS?

As the academic year ends, supervisors and staff are busily wrapping up completion of the 2009 GPS process. Our completion barometer is hovering around 70 percent right now, but if supervisors and employees will take just a few moments to check on the status of their **GPS Appraisal Form**, we're confident we can rise toward our goal of 100 percent completion soon.

Even if you believe you have finished the process, please review the status of your GPS or those of your employees if you are a supervisor:



1) For Supervisors: Make sure the performance discussion has taken place. Add any additional comments regarding key accountabilities, goals, workplace learning, or other considerations to the GPS Appraisal Form. Supervisors need to move the appraisal form from the "Performance Meeting

Workflow" step to the "Employee Signature" step. A date for the performance discussion must be entered on the form or the form will not move forward.

2) For Employees: When your supervisor has advanced the form for your signature, you may still add comments. Then, make certain that you have advanced the form to the "Supervisor Signature" stage. Moving the form to this workflow step will add your electronic signature to the form. If you have moved it forward to this final stage but it has not been finalized, please remind your supervisor to complete the process.

3) For Supervisors: The form should now be in the "Supervisor Signature" stage. When you forward the form to the "Annual Appraisal Complete" workflow step, your electronic signature will automatically print on the form. Completed forms can be viewed and printed from the "My Forms" tab. Locate the form by selecting "Completed" from the navigational buttons on the left of the "My Forms" screen.

ONGOING FEEDBACK IS CRUCIAL

While annual GPS Appraisals are required, it is very beneficial to employees and supervisors to keep an open dialogue throughout the year. Brief check-in meetings can be helpful. The Human Resources Department recommends a Mid-Year Review meeting between an employee and his or her supervisor. To encourage Mid-Year Review meetings, they have been built into the GPS process. While not required, it can be a great opportunity to discuss progress to date toward goals established during the 2009 process.

In the Dean of Students Office we have regular one-to-one meetings with our staff to provide feedback. This approach means there should be no surprises at the formal performance review.

—Tom Dubreuil
Associate Dean of Students

2010 GPS Appraisal Forms will be launched over the summer, allowing supervisors and employees to begin inputting information about completed training and Mid-Year Review meetings. Feel free to contact **Linda Parks** in Human Resources at extension 85195 or linda.parks@lehigh.edu if you have any questions.

The Payroll Corner

By Robbyn Seier

Please make note of the following important upcoming payroll dates:

- If you are responsible for submitting **Assignment/Appointment Forms** to pay faculty, graduate students or any other salaried employees during the summer, **Friday June 18th** is the deadline to submit paperwork for payments to employees on June 30th.
- **Hourly time sheets** for the pay period June 6th through June 19th (pay day July 2nd) must be received in the Payroll Office by **Tuesday June 22nd**.
- **Requests for reallocation** of any payroll labor charge that occurred during fiscal year 2009-2010 must be received in the Payroll Office by **Friday, July 2nd**.
- **June Departmental Time Reports** are due in the Payroll Office no later than **Friday, July 2nd**. Timely receipt of this information will ensure that individual's vacation balances are correct.



Thank you for helping meet our deadlines. Your continued support and cooperation are greatly appreciated. If you have any questions, please call **Robbyn Seier** at ext. 85525 or **Darlene Barndt** at ext. 83149.

Need A Vacation? You're Not Alone


In another sign of the improving economy, more people are expressing comfort with the idea of taking a vacation this year than last year.

CareerBuilder.com surveyed nearly 5,000 workers and 2,700 companies. They found that 36 percent felt better about taking a trip this year than they did in 2009.

In addition, 56 percent of those surveyed said they need a vacation now more than they did last year.

Whether you prefer beaches or mountains, museums or amusement parks, taking a vacation is an important part of your overall work/life balance. Time off to relax and recharge your batteries will make you happier and more productive at work and at home.

If you are in need of a break, don't forget that you can only carry over the amount of vacation you earn in a year into the next fiscal year. The current fiscal year ends on June 30th.

When you're planning your trip, be sure to check out the discounts available to Lehigh staff and faculty on rental cars, lodging and more. You'll find more information on page 8 of this issue of *Spotlight*. 



Workplace Learning and Performance Schedule — Summer/Fall 2010

JUNE

8	<i>Career Coaching for Managers</i>	8:30 a.m. to 4:30 p.m.
10	<i>IBH Presents: Mind Over Mood</i>	10:00 a.m. to noon
10	<i>IBH Presents: Mind Over Mood</i>	1:30 to 3:30 p.m.
15	<i>Supervisor Series: Other Harassment</i>	8:00 to 9:30 a.m.

JULY

20	<i>Supervisor Series: Discrimination</i>	8:00 to 9:30 a.m.
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AUGUST

10	<i>GPS: Lehigh's Performance Management System</i>	9:00 to 10:30 a.m.
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SEPTEMBER

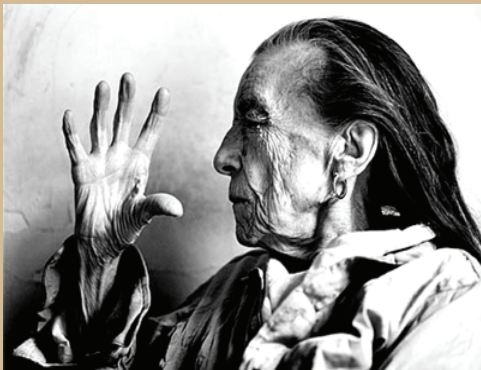
15	<i>CareerPower — Part I</i>	8:30 a.m. to 2:00 p.m.
16	<i>Career Power — Part II</i>	8:30 a.m. to noon
29	<i>It's Not Just About Sex Any More</i>	9:00 to 10:30 a.m.

To register for these programs, visit www.lehigh.edu/HRtraining. If you have questions, contact **Mary Jo McNulty** at extension **83894** or mjd4@lehigh.edu.

For more information about Workplace Learning opportunities, visit www.lehigh.edu/~inhro/Schedule.htm.

It's not so much where my motivation comes from but rather how it manages to survive.

**— Louise Bourgeois
1911-2010**



Welcome New ERAC Members

by Robin Armbruster

We're pleased to share a bit of information about each new ERAC member.

Exempt Staff Representatives:

Seth Goren, Associate Chaplain and Director of Jewish Student Center, Chaplain's Office. Seth said, "As a relatively new Lehigh staff person, I have been overwhelmed by how welcoming the people who work here have been and am firmly committed to building community through improving communication among different branches of the university."

Allison Ragon, Director, Dean of Students Office. Allison said, "During my six years at Lehigh, I have worked to help new students transition to college and become better acquainted with the Lehigh community. My interest in ERAC is to help strengthen the community that exists amongst the faculty and staff."

Non-Exempt Staff Representatives:


Amy Grim, Coordinator, Dean of Students office. Amy said, "As a long-time employee, I would welcome the opportunity to serve on ERAC and work with other committee members to address the primary concerns of the Lehigh community."

Kathy Katcher, Manager, Wilbur Powerhouse. Kathy said, "I believe the way we interact as individuals helps to define us and our community. People really are fascinating, challenging, diverse, wonderful, awful, complex, many-faceted, and colorful. I think it is human to see things from our own point of view. I try to keep my perception in check — practical and reality based."

Anne Marie Lobley, Coordinator, Materials Science & Engineering. Anne Marie said "As a non-exempt staff member of almost twelve years at Lehigh. I would like to be a voice in ERAC for other vested employees. My main areas of concern lie in the training and development options for staff. I would also like to take part in the benefits allocation review process as a member of the non-exempt staff family."

Cathy Plocinik, Secretary, President's office. Cathy said, "I have been

looking for a way to become more engaged with the larger Lehigh community and becoming involved with ERAC would afford me that opportunity. I would appreciate the opportunity to serve as an employee advocate and promote a positive and productive work environment at Lehigh."

ERAC would like to extend thanks to members who will complete their terms of service this year. They are **Margie Barry**, College of Education; **Dave Hammer**, Treasurer's Office; **Debbie Henritzky**, LTS; **Warren Loller**, Budget Office; and **Sue Meyers**, Alumni Association. 

ERAC Employee Relations Advisory Committee
Lehigh University

Father's Day Is Sunday June 20th



Neckties may be the most popular Father's Day gift, but it will take more than that to rescue the neckwear industry from its current slump. *The Los Angeles Times* reports that the number of neckties sold in the United States fell 18 percent in 2009, to 29 million. The drop is more than double the 7.3 percent decline in 2008.

Industry analysts cite the trend toward casual dress, with top executives (including President Obama) more willing to be seen in public in blazers and dress shirts but without a necktie.

Where did neckties come from anyway? The earliest known version dates back to 210 B.C., when Chinese emperor Shih Huang Ti was buried in the ancient capital of Tian. The 7,500 terra cotta warriors placed there to guard him in the afterlife all wore neck cloths, for reasons that have not yet been discovered.

The modern necktie evolved from small, knotted neckerchiefs worn by Croatian mercenaries working for the French in the Thirty Years' War. Over time, ties have widened to as much as 4.5 inches and thinned to three inches (or even skinnier!), depending on the fashions of the times.

Coffeepot Chatter or Water Cooler Wisdom

Tom: *Hi Maria. Whoa, you're a little overdressed for a warm day in June.*

Maria: *Hmmm, yes, well, what happened a couple weeks ago will not happen again.*

Harry: *What happened, Maria?*

Maria: *I got pulled into an important meeting to help explain some stats. I was wearing cargo capris and a plain T-shirt. I felt really self-conscious about my more casual than business-casual attire.*

Tom: *But we can dress casually in the summer when the students are not here.*

Maria: *Yes, but for some events, like the meetings to which I am invited, I like to dress more professionally. I felt very uncomfortable. Everyone else was wearing dress pants with button down shirts or sweaters – still business casual, but more professional than my attire.*

Harry: *Yes, it is always best to dress to meet the demands of your day.*

Maria: *And my new motto is to dress more professionally when the boss has important meetings.*

Tom: *Got it.*

Summertime. While the living may be easy, dressing appropriately for work can be confusing. Because we work in boiler rooms, print shops, labs, classrooms, offices, and other environments at Lehigh, there isn't one single uniform summer business casual dress code on our campuses. Still, there are a few simple things to keep in mind before you head into work during the warmer months.

Flip Flops are a Flop. A good rule of thumb for shoes is that if you can wear them in the shower, you probably don't want to wear them to work. You can keep cool and show off your pedicure in stylish sandals or other open-toed footwear.

Halt the Halters. Halters, tank tops, camis, spaghetti strap sundresses, and shirts that show off your abs are not recommended for the office. Similarly,

that t-shirt that you thought was hilarious on the Boardwalk in Ocean City? It might not project the professional image you're looking for.

Toss the Ties and Tights. The most popular aspect of a summer business casual dress code in many offices is the more relaxed attitude toward neckwear for men and bare legs for women. Even though you can go tie- or stocking-free, men's shirts should still be presentable and women's skirts should be of a moderate length.

Who Wears Short Shorts? We hope this one is obvious, but please leave the Daisy Dukes at home. Other pants considered too-casual-even-for-summer-casual include: bike shorts, tennis skorts, sweatpants, and bib overalls.

Be Prepared. You can check your own and your supervisor's meeting schedule to ensure that you are dressed suitably for your day, but sometimes things will pop up unexpectedly. Why not bring a spare jacket or sweater in a neutral color to the office? You'll feel more confident and pulled together for



those impromptu meetings or lunches when you toss on that finishing layer.

Any time of the year, it's good to keep in mind that what you wear makes a statement about you and about Lehigh. We can be more relaxed in our clothing without sacrificing a positive and professional image. 🗨️

HR Reminders

- ✓ Floating holidays must be used **before June 30, 2010**. They do not carry forward into the next fiscal year.
- ✓ Don't miss out on using your vacation days! Any days over the amount you would earn in one year will be lost if they are not used by **June 30, 2010**.
- ✓ If you have a child attending Lehigh in the fall semester, send an email to **Betty Konczyk** (bjk208@lehigh.edu) or **Alice Sikorski** (ams404@lehigh.edu) with the information or to ask any questions.
- ✓ If you are a faculty or exempt staff member with a child starting college in the fall semester at a school other than Lehigh, send an email to **Betty Konczyk** (bjk208@lehigh.edu) or **Alice Sikorski** (ams404@lehigh.edu) to find out about your Tuition Cash Grant benefits.

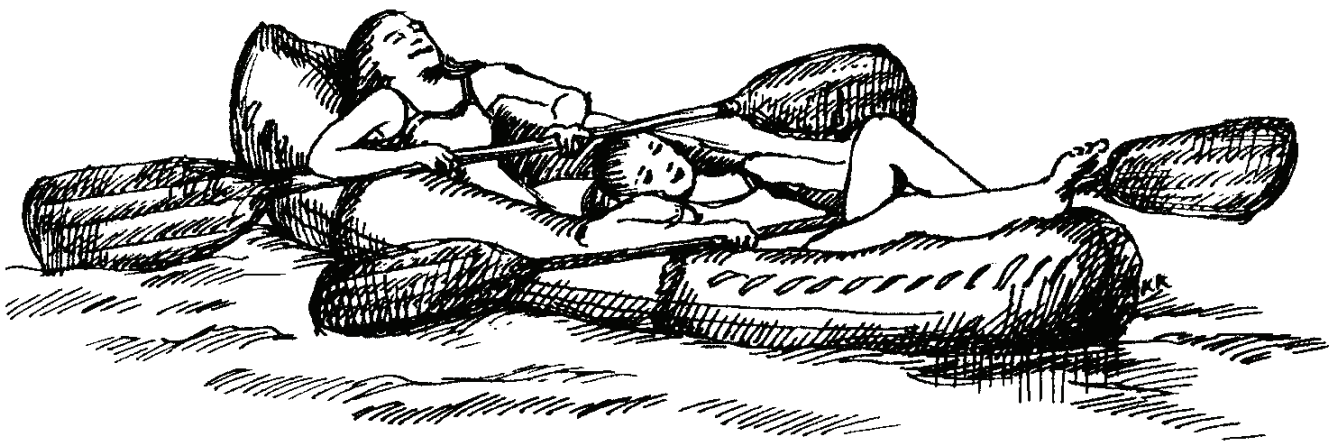


Save With Supplier Discounts

Full and part-time Lehigh faculty and staff members, as well as graduate and research assistants, are eligible for a range of discounts from some of the University's suppliers. Participating vendors include:

- **A1 Limousine**
- **Apple Computers**
- **AT&T Wireless**
- **Bethlehem Sporting Goods**
- **Cantelmi's Hardware**
- **CDWG**
- **Comfort Suites**
- **Crystal Springs**
- **Dell Computers**
- **Duron Paints and Wallcoverings**
- **Enterprise Rental Cars**
- **FastNet/US LEC**
- **General Motors**
- **Hertz Rental Cars**
- **Historic Hotel Bethlehem**
- **IBM**
- **IWS Office Furniture**
- **King George Inn**
- **Lehigh University Bookstore**
- **M. Rothman & Co.**
- **Office Depot**
- **Residence Inn by Marriott**
- **Southmoore Golf Course**
- **Steel Fitness**
- **Travel Leaders**

More details about these discounts, including how to take advantage of them, are available on the Purchasing Department's website at www.lehigh.edu/~inubs/purchasing/documents/SupplierDiscounts.pdf.



SPOTLIGHT RETURNS IN LATE JULY