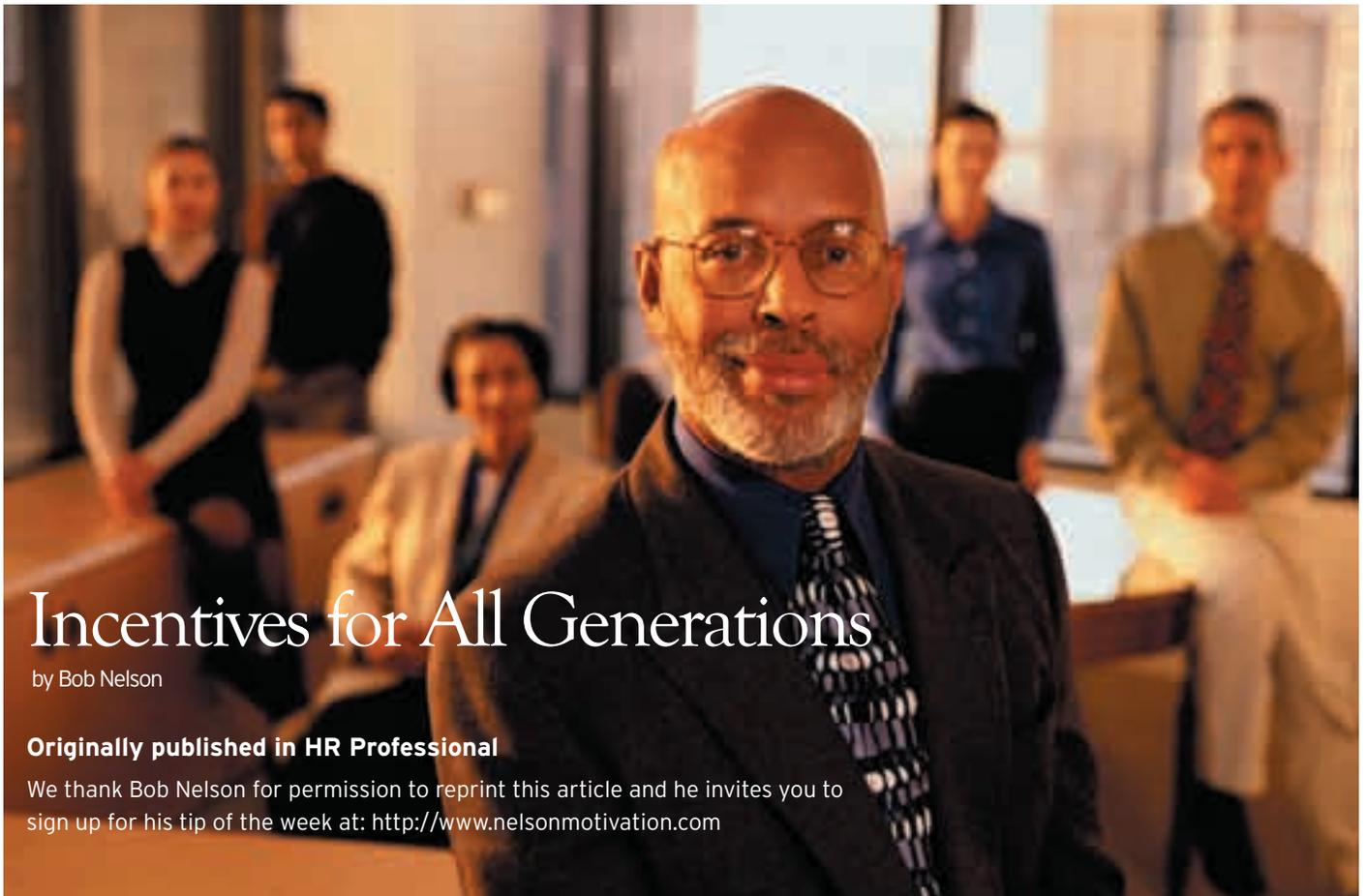


ARMail

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Incentives for All Generations

by Bob Nelson

Originally published in HR Professional

We thank Bob Nelson for permission to reprint this article and he invites you to sign up for his tip of the week at: <http://www.nelsonmotivation.com>

Incentives have long played an important workplace role motivating, rewarding, and energizing employees and providing employers with powerful tools to retain valuable employees. However, the “one size fits all” incentive plans of the past no longer encompass the diverse needs and desires of today’s multigenerational workplace.

Today, the Silent Generation, Baby Boomers, Generation Xers, and the now emerging Generation Y are working side by side. This

means that companies need to create incentive programs that motivate a workforce that, at times, spans some fifty-plus years. This is a challenging task, and companies that meet the challenge will gain a distinct competitive edge in retaining and attracting the talent they need to be successful.

Flexible work arrangements and other work/life initiatives aimed at enhancing employees’ quality of life continue to have universal appeal. But the definition of “quality of life” varies

by generation. Realizing that each of these generations has different values and ideas of what is important, progressive companies are committing to delivering rewards and incentives that are aimed at meeting the diverse needs of *all* employees.

So, just who are today’s workers and what motivates them to give their best performance? Stretching over many generations, they include:

(continued on page 3)

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Message from the President



This is my last column as President. It has been my pleasure to serve the Central New York Chapter of ARMA in this leadership capacity for the past three years. By expanding my role and being given the opportunity to network outside of the region, I have come to realize how unique and special this chapter really is. We may not have a large membership, but we have an active and willing Board of

Directors who year in and year out organize great meetings on a variety of topics, in different locations, and with knowledgeable speakers. I have learned so much from all of you and I thank you. I am confident that I am leaving the chapter in good hands because Pat Franks has agreed to be the President for the upcoming year. Pat brings many years of experience in the field of Records and Information Management and I know we are in for another exciting year ahead.

What a great meeting topic we have for our last meeting of the year. We all work in a diverse work force and that includes working with people from different generations. Depending on what generation you are from can make a difference in the life experiences that you bring to a job and this in turn can affect your actions. Understanding all of this can change the way we work with people and perhaps the way we approach a particular project.

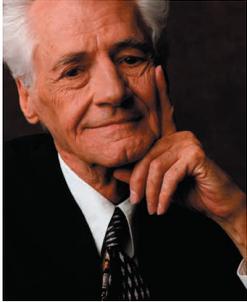
We all hear and use the label Baby Boomer and Generation Xer, but what do such labels imply? One obvious generational difference is the way technology is used. I know my daughters are much more comfortable than I am when using cell phones, e-mail and IM for their means of communication. I still write and mail them letters, but I only have a hand full of letters from the three of them and two are in college and the other has already graduated. No matter what our jobs are, understanding the generational differences that exist in the workplace can only benefit us and I know I will learn a lot from this presentation. I hope to see all of you at the zoo—for this meeting of course!

Also a reminder that the northeast region educational conference “Beyond the Basics” will be held June 7–10th in Atlantic City. If you plan on attending, please make a point of introducing yourself to other members of the CNY Chapter. We are expecting a great turnout.

Eileen Keating, President

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THE SILENT GENERATION: BORN BETWEEN 1920 AND 1945



Today there are nearly 16 million Americans age fifty-five and over (about 21 percent of the workforce) who are either working, or seeking work. They like the idea of reentering the job

market, dipping a foot back into the labor pool, or even remaining there for the long haul. In a 1988 study of mature workers by the American Association of Retired Persons (AARP), 40 to 50 percent of those polled said they would work past retirement age if they were offered flexible schedules, part-time and temporary employment. But these are not the only incentives that are effective with mature workers.

Employees who fall into this group have generally had predictable career paths, working hard for one or two companies, moving up the ladder of success. They are characterized by dedication to their employer and as a group are considered nonrisktakers and conformers.

Formal recognition is highly valued. In a recent survey, 76 percent of American workers ranked recognition at a company meeting as a meaningful incentive—and this is particularly true for the Silent Generation. These workers greatly value formal awards, publicly presented. For example, at Ceramics Process Systems Corporation, a technical ceramics manufacturer in Milford, Massachusetts, the Extra Mile Award is given each December to several people who have gone above and beyond the call of duty. The winner's name is announced at a company meeting and then engraved on a plaque that hangs in the company's lobby. The chosen employee also receives either cash or equity in the company.

Other ways to publicly recognize and motivate this group follow:

- Take a photo of the person being congratulated by the company president. Frame the photo. Place photographs of top performers in the lobby.

- Write a story about the employee's achievement and place it in the company newsletter.
- Engrave on a plaque the names of employees who have reached ten, fifteen, twenty, or more years of service. Acknowledge and personalize such anniversaries as well as other individual achievements during a company meeting each quarter.

Team-based recognition incentives. Workers of the Silent Generation are the early pioneers of "the team" and are primarily credited with developing the "team-building" concepts used in business today. As a result, they greatly value programs that recognize the contributions and successes of teams. At First Chicago, the Service Products Group Performance Award helps develop teamwork by recognizing high-performing groups of employees each month. The award includes a group outing—dinner, theater—as well as a plaque for the group. All monthly winning team members attend the annual SPG Performance Banquet, at which additional awards are given out to team members.

Company stock and retirement planning. As Silent Generation workers consider their retirement, they also value recognition programs that offer stock awards, 401(k) contributions, and even retirement planning. At Mary Kay Cosmetics, employees receive increasing stock contributions in celebration of service anniversaries.

Ewing Kaufmann, chairman and founder of Marion Laboratories in Kansas City, Missouri, uses stock awards to reward employees for the best money saving suggestions. One year he handed out \$7,000, \$12,000, and \$15,000 worth of company stock to three employees for their ideas. Another year resulted in an average of \$1,000 worth of stock apiece for the employees whose 237 suggestions were accepted.

BABY BOOMERS: BORN BETWEEN 1946 AND 1963

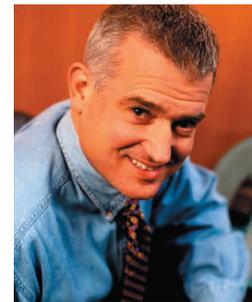
Baby Boomers, otherwise referred to as the "Me" generation, make up the largest population of today's workers—76 million strong, accounting for 52 percent of the workforce. And that number is growing. According to the

Bureau of Labor Statistics, within the next ten years, one out of every three workers will be older than fifty-five. Today, this large group makes up most of middle and upper management in most organizations.

This generation came of age at a time of economic boom in the United States. It is a generation that likes to win, to be in charge, and to have an impact. Having grown up in postwar prosperity, boomers were the focus of society and, as a result, they now focus on themselves. "It's the first generation that hasn't had to live with the notion that what you're trained to do, you do for the rest of you life," says Marc J. Wallace, founding partner of Center for Workforce Effectiveness in Northbrook, Illinois.

Boomers are set squarely in middle age. They are a gold mine of knowledge and very valuable to companies. To retain these workers, employers must work hard to provide incentives that are of value to this group.

New experiences and adventures. Among the most valued forms of incentives and rewards for boomers are those that recognize their interest in new experiences and adventures. For example, at Valvoline Oil Company, six buyers from distributorships around the country were awarded a trip to Road Atlanta, a racing school. There they learned professional racing techniques and spent a day on the two-and-a-half-mile Grand Prix track.



Self-indulgent items and activities.

Boomers appreciate self-indulgent treats. At Nordstrom, the Seattle-based department store chain, employees who have exceeded goals by a

considerable margin receive the Pacesetter Award. As a Pacesetter, an employee enjoys a lavish evening of dinner, dancing, and entertainment to share with a guest. For the following year, the Pacesetter enjoys a 33 percent discount on all Nordstrom merchandise, 13 percent greater than the standard employee discount.

(continued on page 4)

Incentives for All Generations *(continued from page 1)*

Flexibility and workhome balance. According to the AARP, one of the most significant factors that stands in the way of employment is that older workers are forced to choose between full-time work and retirement. But today, more boomers plan on staying in the workforce beyond the traditional retirement age of sixty-five than ever before. As a result, employers who recognize boomers' desire for flexibility and longing for a comfortable workhome balance will be rewarded.

Patagonia, an outdoor-clothing maker in Ventura, California, supports its employees by providing them with the flexibility needed to achieve a workhome balance. The company encourages its employees to take time away from the office for outside activities. In a speech to employees, founder Yvon Chouinard said, "You are allowed to take time off, whether it's two hours or two weeks, as long as your work gets done and you don't keep others from doing their work." For boomers, this valuable time might be spent with children and family, attending a conference of choice, or working on a hobby.

GENERATION X: BORN BETWEEN 1964 AND 1981

Much has been written about the disenfranchised new generation of workers. Whatever the label—"Generation X," "Twenty-Somethings," and "The 13th Generation" (that is, the 13th generation since the founding of the United States)—this group of employees can be quite challenging to manage.

They've been told that they will not have a better standard of living than their parents—that, in fact, many of them will still be living at home until their late twenties. They've been told they are the least skilled workers to enter the workplace in decades, with MTV attention spans that last fifteen minutes, tops. They've been told they will not have careers but, rather, will be lucky to have steady work—or even full-time, hourly work for that matter. They've been told they are unambitious slackers, and it's just as well, since their managers aren't going anywhere anytime soon anyway.



Granted, some of these generalizations have a foundation in truth. The nature of work is drastically changing in the United States with the extensive degree of down-sizing and merging. Full-time jobs are being eliminated at record speeds, and companies are increasingly turning to contracted, part-time workers when they do seek to rehire. Their preparation for the jobs that do exist is scant. According to demographers Neil Howe and Bill Strauss, coauthors of *13th Gen*,

Just as they [Generation X] started graduating from college, the Nation at Risk report marked the end of the reform era that had spanned their entire school careers. As the cutting edge of educational philosophy suddenly swung back the other way, the college classes of the middle '80s became the target of a searing academic whiplash. Ever since elementary school, they had constantly been told that there weren't any standards, that they were doing well, and that they had to listen to their feelings. Now after all those years, they heard that there had indeed been standards, that they had failed to meet them, and that no one much cared how they felt about that failure.

Still, there appears to be more reason to rejoice than fret about this new breed of workers, provided managers take into account certain learnings. Following are several such insights for managing this new generation of workers.

Provide the larger context for work. When they're not worried about getting a job, workers in this generation would like to have a job that gives their life meaning. Says one twenty-six-year-old account executive for a communications firm, "We're more interested in contributing to society—whether it's via working for a company or a nonprofit, or volunteering our time—than any past demographic of workers." Often this meaning can be best provided by their manager, who can explain the mission and purpose of the company and how the employee's job fits

into the overall goals of the organization. If this context is not provided, Generation Xers will revert to looking at work merely as a means of survival, a means to an end, as only a way to make money. If not engaged on the job, they'll seek excitement when the workday is over—and be eager to get out the door each day to that part of their life.

Gear work to action, not talk. This generation has a low tolerance for talking about work and would rather "just do it." They prefer action over talk, results over process, and accountability over excuses. They pride themselves on their speed and their multitasking abilities. They hate meetings, philosophizing, and political maneuvering in the office. They are attracted to work that directly rewards initiative, such as sales or incentive work.

Focus on results, not rules. They know how to get the job done. This generation takes special pride in what they picked up on their own and in their ability to succeed in life despite less-than-desirable circumstances. They prosper when they can apply themselves to new tasks and problems never before experienced, rather than when systematically following predetermined work procedures. Make it clear what results you are after and then leave them alone to do the job as they see fit. This requires a trusting, respectful, supportive, and open manager.

Take time and listen; don't lecture. They may not want to be micromanaged, but they have a strong craving for their manager's approval. This need for approval comes in part from having possibly the lowest collective self-esteem of any living generation. Take time to listen to them. As Roy Moody, president of Roy Moody & Associates says, "The greatest motivational act one person can do for another is to listen." Yet many managers can't imagine that a young employee might have an idea or thought that has not already occurred to them. That's disappointing, because in many ways this generation is more attuned to the times. They are more "here and now" and market savvy than the future-oriented mindset of many of their managers. Claire Raines, coauthor of *Twenty-Somethings: Managing and Motivating Today's New Work Force*, says, "A big, big motivator for [this generation] is time spent with their boss. They feel they didn't have enough time with their parents while they were

growing up, and they transfer that need to the workplace. They're really motivated by spending time with their superiors, whether it's having a cup of coffee or being invited to lunch or a meeting."

Recognize and appreciate whenever possible.

Although all employees have a need to be appreciated, for this group the need is particularly acute. "Unlike yuppies, younger people are not driven from



within. They need reinforcement. They prefer short-term tasks with observable results," says Penny Erikson, forty, of the Young & Rubicam ad agency. Says Cathy Sigismonti, a twenty-eight-year-old marketing analyst, "Tell me that I did a good job. Let me know." Adds John Doyle, a thirty-one-year-old programmer, "We want recognition because when we were growing up the family unit wasn't very strong. It can be financial or something else. At a company event, it could be just pointing someone out and saying their name." Andy Moore, a twenty-six-year-old circulation and marketing manager for a national magazine, puts it this way: "When management shows, through actions rather than words, that you're a valuable employee, that your input is valued no matter what level you work at, it's very motivating." Make sure you recognize and reward the results you get in a timely, specific way.

Encourage skill development, not loyalty. This generation constantly wants to learn new skills, both to keep the job exciting and challenging as well as to increase their marketability. In the words of Liesel Walsh, a consultant with Big Picture Marketing in Charleston, Massachusetts, and a twenty-something herself, "Manage me by teaching me things." Adds Raines, "Young workers today see themselves as marketable commodities, as an item for sale. So if managers can help them to see how an assignment we give them today makes them more marketable, how it builds their resume, that really motivates them." Says Robert Lukefahr, one of the founders of Third Millennium, a political group that represents Generation X, "Training is one of the best motivators. The opportunity to increase their portfolio of skills through training, either

formal or informal, ranks high on their list of motivators." Being highly individualistic, their loyalty is to themselves and their profession, not to a company that cannot guarantee them a career anyway.

Promote new responsibilities, not promotions.

Job promotions are harder to come by during times of downsizing, so new responsibilities or job rotations are the next best thing to providing the change of pace that keeps this generation engaged. Says Margaret Regan, a principal with New York-based Towers Perrin who consults with companies about this generation of workers, "To these workers, promotions don't necessarily mean movement up the corporate ladder. Often the movement can be lateral, to a new position that will offer new challenges and build new skills. When Xers get bored with a job, they'll want to move on to the next, either within your company or outside it. They like job swapping; they think it's great fun."

Make work fun, not routine. This generation wants to have fun—at work, if at all possible—otherwise they'll focus on that activity when they're not on the job. This is part of a balanced life they decided was missing from their parents' lives as well as that of their workaholic managers. So loosen up and try some new activities to help keep things exciting. Says Raines, "Fostering a spirit of fun in the workplace by giving employees an occasional afternoon off for sporting activities or arranging humorous office events and competitions will improve the morale of [Generation X] and increase their productivity." Better yet, elicit the help of one or more of your youngest employees to come up with activities that can make work fun. This can range from each person taking turns bringing innovative refreshments to staff meetings (scones and tea, milk and cookies, ice cream, etc.) to planning team outings to celebrate project milestones.

All in all, the challenge of managing Generation X is to challenge them—to engage them with new tasks, problems, and skills—and recognize and reward them for results. Michael Gose of Pepperdine University conducted a study comparing Generation X with their parents' generation of Baby Boomers. Of forty-three measures of aptitude and achievement, the Generation X respondents scored higher in "skills in negotiation," "defenses to prevent extreme dependency on parents or authorities," "skill interacting with adults on an equitable

basis," and "information about where to go for business, consumer, or personal wants and needs." He concluded that the students of this generation are "more aware of what's going on, how institutions work, how to manage social relations, how to cope with adults, and how to get things done in the community." In short, they are survivors, used to confronting problems and unfavorable circumstances on their own, sorting out the best solution and acting upon it. Everyday, managers have an opportunity to encourage and foster employee initiative and excitement with this type of employee—or to hinder and erode it. For example, I worked with one company that had a national chain of automotive parts stores. One store manager mentioned a young hire who came to him one day and very excitedly asked that the manager follow him to the back storeroom. When they got there the young man announced, "Look at this," gesturing to an inventory of freshly stacked oil cans. A manager in this situation has two choices. He can say something like, "What do you expect, a medal?" and shame the employee for taking pride in such a boring, rote task—in the process possibly demotivating him forever—or he can say something like, "I've never seen oil cans so neatly stacked in all my life. You sure must take pride in your work. I could really use someone with that type of work ethic; in fact, tomorrow I'd like to start showing you how to take inventory." Wisely, the store manager chose the latter course.

Every company I know wants to have employees who are flexible and action oriented, independent and self-directed, technically competent, and comfortable



with the constantly changing nature of work today. In 1989 the U.S. Department of Labor commissioned a task force to determine the skills that American businesses desire in high school graduates. Among the most important were: "work in changing settings with people of different cultures," "learn new skills," "identify and suggest new ways to get the job done," and "work without supervision." If you look closely, that task force is available now.

News from CNY Member Institutions

THE DICKINSON LETTERS A New SU Archives Collection

In 2001, while strolling through eBay, the on-line auction, I saw that someone was selling several letters written by Henry Dickinson, an 1882 alumnus. We contacted the winner who kindly sent us photocopies of the letters so we would at least have the information. Well, this Christmas he sent us the originals of over 100 more! I was amazed and decided that the letters are so telling that I would transcribe them and put them on our web site.

But the letters make reference to so many people—classmates, family, and celebrities of the day - that I've had to do a tremendous amount of genealogical research to identify the people. It's been time-consuming, but great fun. So I invite you to visit a new website—*Dickinson Letters*—and see what life was like for a college student from 1878 to 1882. You'll find in some ways that it was very different, but in other ways it seems just like today. "Hi Dad. Send money!" archives.syr.edu/arch/alumni/had.htm

—Ed Galvin, Syracuse University Archivist

EXHIBITION OPENING

The Syracuse University Archives is opening a new exhibition on May 16. "Co-ed from the Start: 19th Century Syracuse University Women Students" will run through September 9, on the first floor of the Goldstein Alumni and Faculty Center on campus.

ARMA Events



Sponsors of our March meeting were Susan Natalie and Bob Zagami from ImageMax.



Art Hudak receives the door prize at the March meeting from CNY ARMA President, Eileen Keating.



The panelists from our March meeting were (from l to r) Dan Andrianos, Dianne Hagan, Ray Smith, and Deborah Nosky.

CRM Corner

By Patricia C. Franks, CRM



Research has shown that Certified Records Managers and CRM candidates believe that attaining certification status results in enhanced professionalism and personal growth. To become a CRM, you'll need to take and pass a 6-part exam. The first five parts contain objective questions. The sixth part is a written exam based on two case studies.

You can test your knowledge of the five main areas of the exam by answering the questions below.

Part I. Management Principles and the Records & Information Management Program

1. Which of the following is characteristic of "Theory X" management thought?

- most employees want to avoid job responsibilities whenever possible.
- most employees do not inherently dislike work.
- most employees want to satisfy social, esteem, and self-actualization needs through work.
- a and c above.
- b and c above.

Part II. Records Creation and Use

2. Programs intended to manage records recreation include:

- reduced use of forms.
- additional copy machines.
- desktop publishing.
- correspondence control.
- increased directives distribution.

Part III. Records Systems, Storage, and Retrieval

3. Which of the following is an advantage of decentralized filing?

- It provides quick reference for records being used by only one unit.
- It provides uniform services for all users.
- It results in less duplication of personnel, equipment, supplies, and space.
- It assures a more consistent records disposal system.
- It results in better microfilming potential.

Part IV. Records Appraisal, Retention, Protection and Disposition

4. Vital records are usually protected by:

- use of remote location storage sites.
- dispersal of duplicate copies to a branch office.
- reliance on government reporting procedures.
- vaulting the records.
- a combination of a, b, and d.

Part V. Facilities, Equipment, Supplies and Technology

5. Which of the following is NOT an advantage in the use of computer output microfilm (COM)?

- It results in savings on distribution.
- It eliminates the use of paper forms in the office.
- It results in savings in materials (microfilm versus computer paper, for example).
- It avoids the bottleneck of printing out computer reports onto paper.
- It allows quick access to information.

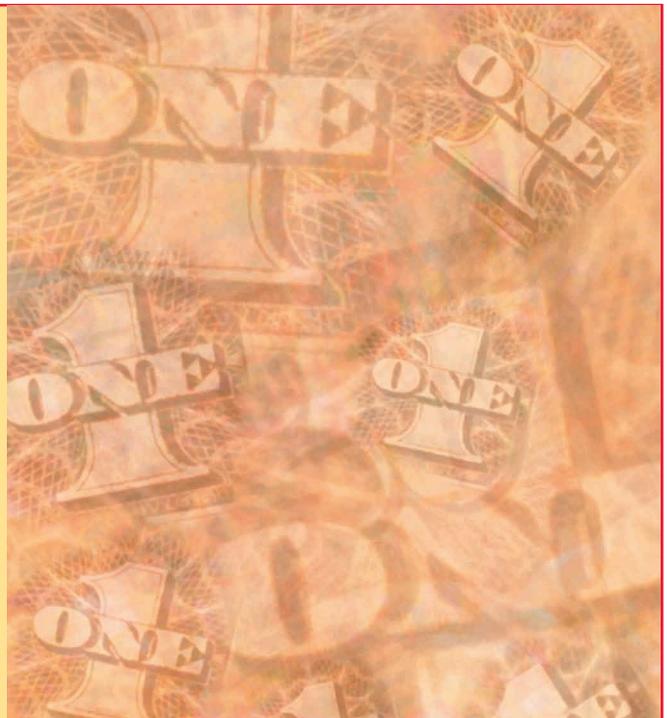
To learn more about CRM certification, visit the following website: <http://www.icrm.org>. The questions above were taken from the handbook, "Preparing for the CRM Examination: A Handbook" available at the ICRM website.

Answers on page 11

Central New York Chapter of ARMA International Treasurer's Report

By Edward L. Galvin, Treasurer
April 13, 2005

Balance as of 2/07/05	\$ 3465.46
INCOME:	
Escrow (Membership)	\$ 70.00
Escrow (Membership)	\$ 70.00
March Sponsor	\$ 300.00
September Meeting Revenue	\$ 385.00
	\$ 825.00
EXPENSES:	
September Meeting Expenses	\$ 373.75
September Newsletter/Flyer	\$ 300.00
	\$ 673.75
Balance as of 4/13/05	\$ 3616.71



Meeting In Review

by Eileen Keating

E-mail is a topic that concerns everyone and that was apparent at our March 10th meeting held at the Holiday Inn in Cortland. The knowledgeable and thought provoking presentations by the panelists resulted in a lively discussion afterwards.

Dan Andrianos was the first speaker and as the IT audit manager at Syracuse University, he is obligated to look at business risks. Since e-mail is the largest transaction done on the internet there are risks associated with using it and it needs to be safeguarded. HIPPA, for instance, has forced the health care industry to take a look at e-mail, especially since 40% of the industry's e-mails contain health information. Encryption has become a necessity to ensure privacy, but it is not able to protect everything. How, for instance, do you clean up e-mails that contain personal human resource information that is being stored in your mailboxes? Who is going to review these e-mails?

Dan left us with the URLs of some websites that might be useful when doing self audits:

E-mail self audit policy questionnaire:
<http://web.syr.edu/~drandria/email2.pdf>

E-mail audit (MailMeter Audit)
<http://www.waterfordtechnologies.com/products/MailMeterAudit/mmAudit.asp>

Deborah Nosky has worked at Syracuse for 23 years and has seen the e-mail packages at the university change every 3-4 years. She trains and supports 17,000 students and staff and she has to think about the threats to identity that exist.

SU has two e-mail policies. One is the Electronic Communications Policy which establishes email as the primary communication vehicle on campus and it must be used when communicating with SU students. Students, however, are allowed to redirect to alternate services. The other policy is the SU Computing Policy which states that all e-mail messages are owned by SU and they are accessible. Even if messages are deleted they are probably backed up and they are also accessible.

E-mail training is necessary to teach people

that SPAM related email is the greatest threat to identity. The university has extensive virus protection and SPAM filtering, but it is again not a perfect system and there are people out there trying to obtain other people's personal information. Deborah explained that often emails are received from an enterprise falsely claiming to be legitimate, claiming that personal information, such as passwords, credit card, social security, and bank account numbers are needed. Once this information is collected by the scammers, the user is often redirected to another screen which makes it appear as though it was a legitimate site the entire time. Deborah did provide a link to a site that tells of scams that have taken place in the past. www.snopes.com

It is not easy identifying e-mail risks when you are the chief security officer for Carrier Corporation, with over 50,000 employees. Ray Smith emphasized the need for training. There is an online ethics training program that employees have to take and he needs to remind the employees that there are policies that exist that they must be familiar with. Ray suggested that any policies we develop should be easy to find on the web, kept up to date and reviewed often. Good advice.

Dianne Hagan reminded the records managers in the audience that technology has outpaced many of our policies and she reminded us that we need to understand the language that information technologists use. Some companies are investing in e-mail "archiving" systems, and although the systems clean up the desktop because the e-mails go off-line, they usually do not include an indexing system, so how do we find things again? We have to make sure the executives making the decisions hear our concerns and vendors need to take into account the concerns of records managers.

As Dianne reminded us, this topic ties into the radar screen of strategic issues that ARMA international has put out. You can review the issues at: <http://www.arma.org/pdf/governance/RadarScreen.pdf> I think everyone would agree that e-mail with all its complexity needs to be on our radar screen.

2005-2006 CNY ARMA Election Results

Congratulations to this year's Officers & Board Members!

President

Patricia Franks, PhD, CRM,
Broome Community College

Vice President

Dave Langevin
Iron Mountain Records Management

Treasurer

Ed Galvin, Syracuse University

Secretary

Carol Compton, Bristol-Myers Squibb

Immediate Past President

Eileen Keating, Cornell University

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Steve Goodfellow, Access Systems, Inc.
Jackie Lewis, Herkimer Area
Resource Center
Dianne Liuzzi Hagan,
Carrier Corporation & ARMA
International Director
Pat Markley, Siena College
Guy Smith, Cornell University

Chapter Member of the Year:

It's a surprise! Join us at the May 25th meeting to find out who will receive this year's Chapter Member of the Year Award!

We welcome Ed Becker as a new board member.

Special thanks to Eileen Keating for providing excellent leadership as our Chapter President over the last 3 years. Under Eileen's leadership, our chapter continued to be recognized as one of the strongest in our region and has been honored by ARMA International with awards of Chapter Newsletter of the Year and Website of the Year in 2004. We look forward to continuing to thrive under the leadership of our new slate of Officers and Directors.

It is the dedication and perseverance of each individual and our Board as a whole that continues to keep our chapter strong! Together we look forward to another successful year.



*Reduced costs
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Central New York ARMA Chapter presents

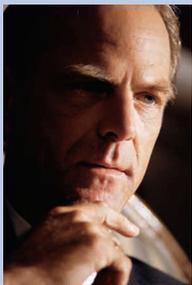
Understanding Generational Differences in the Workplace



Wednesday, May 25, 2005
Rosamond Gifford Zoo
Hiscock and Barclay Meeting Room
Syracuse, New York

Speakers: **Linda Bryan**
Cornell University
Lyndsi Prignon
Cornell University

Have you ever experienced a generation gap at work? If so, you are not alone. For the first time in modern history, we have four distinct generations of employees working together. As a result we are finding that our traditional ways of managing collegial and boss-employee relationships are not as satisfying as we would like. This workshop examines the hallmark characteristics of each generation and will explore strategies for improving intergenerational work relationships. Special attention will be give to the relationship between Baby Boomers (Born 1946-1964) and Generation Xers (Born 1965-1980)



Agenda

- 10:30 A.M. Board Meeting
(All members welcome)
- 11:30 A.M. Registration
- 12:00 P.M. Luncheon
- 1:00 P.M. Program

After the meeting, if you desire to join us, we will get a chance to walk through the zoo and see the new penguin exhibit.

Registration

By Friday May 20, 2005

Call or email Jackie Lewis

Phone: 315-866-2920

Email: jlewis@herkimerarc.org

Registration Fee

\$25 ARMA members

\$30 Nonmembers

Special Thanks to Iron Mountain for sponsorship of this meeting



Brief Biographical Profile

Lyndsi Prignon

is a Human Resources Generalist for Library Human Resources at Cornell University. She is a graduate of Elmira College with a B.A. in Business Administration. She has been involved with various committees, including the Library Job Review Committee, University Service Awards, Employee Family Day, and the University Sustainability Committee. For the past five years, Lyndsi has been a member of the Tompkins County Society for Human Resource Management. Lyndsi is certified as a Professional in Human Resources (PHR) by the HR Certification Institute.

Linda Bryan

joined Cornell University Library in 2000 as the Staff Development Specialist. She received her Masters of Professional Studies from Cornell University School of Industrial and Labor Relations in 2002. Linda's background includes years of teaching, career counseling, training, and managerial experience in non-profit and academic settings. She is also a qualified administrator and interpreter of the Myers-Briggs Type Indicator.®

Most recently Linda has focused her training and consulting efforts on helping librarians and staff deal more effectively with the human side of change. She is a certified facilitator of two innovative interpersonal skills development programs: *Crucial Conversations: Tools for Talking When the Stakes are High* and *Leading Organizational Transition*.

Directions to the Zoo

One Conservation Place, Syracuse NY 13204
(315) 435-8511



From the North

Take I-81 South to exit 22 (Bear Street), follow brown and white "Zoo" signs.

From the South

Take I-81 North to I-690 West. Take I-690 West to exit 10, Geddes Street. Follow brown and white "Zoo" signs.

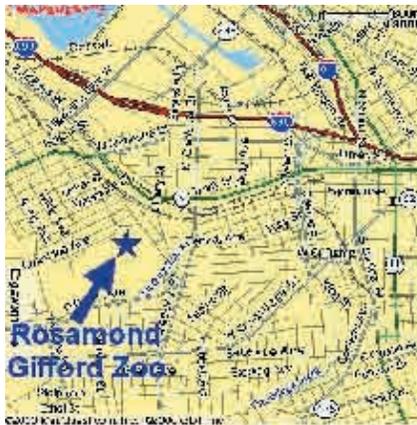


From the East

Take I-90 West to exit 36. Take I-81 South to exit 22, Bear Street. Follow brown and white "Zoo" signs.

From the West

Take I-90 East to exit 39. Take I-690 East to Exit 8, Hiawatha Boulevard. Follow Brown and White "Zoo" signs.



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ARMAII is published at least four times during the fiscal year. Readership includes members of the Central New York Chapter of ARMA International, as well as interested records and information management professionals in the central New York area. The information contained in this newsletter does not necessarily reflect the views of the membership or the editor, nor is there any endorsement of advertisements or published seminar information. This newsletter is offered only as a source of information.

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By sponsoring one of our four meetings this year, your company will also receive advertising space in **ARMAII** and on the ARMA CNY website. You will reach practicing Records and Information Managers who are interested in your products and services. In addition, at the meeting you will be given five minutes to speak about your company. The following are the advertising rates for the 2004-2005 fiscal year:

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To sponsor a meeting or advertise in **ARMAII**, please contact:

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Answers to CRM questions on page 7:



1. A
2. D
3. A
4. E
5. B



ARMA Central New York Chapter
c/o Eileen Keating, Newsletter Editor
Division of Rare and Manuscript Collections
Cornell University
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E Energize! Plug into the Source

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Make the connection. Empower a colleague with an ARMA membership!

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Get started today!

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- Take a look at the **Participation** (<http://www.arma.org/energize/participation.cfm>) process and the **Energize! Rules** (<http://www.arma.org/energize/rules.cfm>)
- See what **fun stuff** (<http://www.arma.org/energize/incentives.cfm>) you can earn for participating
- Learn how to become a member of the **Core Club** (<http://www.arma.org/energize/coreclub.cfm>)
- Download ARMA forms and information to get you started
- Recruit away!

