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STOP DON'T MISS OUT!! ON THE 6TH ANNUAL WOMEN & BUSINESS EXPO

Yes, it's that time again!! You'll be sure to want to attend the Inland Empire Business Journal's sixth annual Women & Business Expo! This year's event is scheduled for Friday, May 17th, 1996 at the Riverside Convention Center. We have a very exciting program planned for this year's Women & Business Expo. I can't remember a special event we've been more excited about than the 1996 Women & Business Expo as our Keynote Speaker is Marcia Clark. Over 4,000 were turned away when Ms. Clark spoke recently at the Long Beach Women's Conference sponsored by the Governor's Office. This year our projection will be approximately 1,500 attendants. We are excited about the response from the business community to the Women & Business Expo. The purpose of the Women & Business Expo is to bring together professional women to learn, share ideas, and establish quality relationships with other professional women who truly desire to improve the quality of living and doing business in the Inland Empire.

There are several opportunities to become involved with the Women and Business Expo 1996!!!

* Corporate sponsorships (cut-off date: Jan. 10, 1996)
* Booth sponsorships (first come, first served)
* Advertising in special women's supplement in the Inland Empire Business Journal

Please call for further information on the above opportunities.

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**Money Flew From ONT to L.A., Federal Audit Says**

A California State University, Long Beach economic forecast released Nov. 30 says Riverside, San Bernardino and Los Angeles counties will lead the Southern California region's recovery during 1996 and 1997.

Meanwhile, Orange and Ventura counties will lag slightly behind, according to the second annual "Economic Forecast for Southern California and Its Counties." The report was released by the office of Economic Research at Cal State, Long Beach.

These numbers reflect continued strengthening of the manufacturing sector, combined with sustained economic growth in the service sector.

The report, released Oct. 30, found that much of the money was wrongly diverted to Los Angeles city departments, such as police and fire.

Further, the report advises that preventative measures should be taken to avoid the out-of-pocket billions of dollars in federal funding for transportation projects, including the two-building terminal under construction at Ontario.

Then, in late November, a federal judge followed with a tentative ruling that airlines pay too much in Los Angeles International Airport landing fees and should be refunded $3.5 million.

Administrative Law Judge Burton S. Kelko of Washington, D.C., also chastised airport officials for using landing fees as a revenue producer for city police and fire departments. Department of Airports officials said the ruling will be appealed.

Besides ONT, the city of Los Angeles owns the Los Angeles International, Palmdale and Van Nuys airports.

Regarding the federal audit report's findings, the Inspector General's Office recommended that the Federal Aviation Administration become a better watchdog for the Los Angeles Department of Airports to fix any financial improprieties.

However, Ontario, city officials said they were confident that some $80 million in federal funding would not be cut off for the new, $300 million terminal. Byron Els, Ontario director of development, pointed out that the bulk of funding for the project is through a special fee tacked onto airline tickets, as well as bonds sold by the city of Los Angeles.

Officials of airlines operating at the Ontario airport have long contended that they would support the terminal project only if it included the $80 million in federal aviation funds. The Air Transport Association, a

Close Up: Douglas La Belle

**Redlands Centennial Bank Breaks Ground**

Redlands Centennial Bank broke ground in November on a new bank building in downtown Redlands-the first construction in the core of the historic State Street area in nearly 15 years.

Under general contractor Zander Smith Construction Company, the 8,500-square-foot building is going up across the street from Redlands Centennial's present location at State and Seventh streets.

The building, designed by local architect Gary Steigerwald, is planned to complement the town's turn-of-the-century architecture.

Features include a brick masonry front anchored at the base of columns by green marble, arched doors and windows, and a second-story with an early Redlands-style veranda on each side of a large, arched window.

The bank was founded five years ago by a group of Redlands residents and business people soon after the Bank of Redlands was acquired by Pasadena-based Community Bank. Redlands Centennial bank has reported eight straight quarters of profit, and it is received the Findlay Report's "Premier Performing" award as well as a five-star rating from Bauer Financial reports.
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This Month in the IEBJ

ONT Terminal Funding Up in Air Again?

Federal audit finds that the Los Angeles Department of Airports misused $32.7 million in revenue, raising new questions about funding for Ontario International Airport's new terminal.

Banking on the Inland Empire 19

Temescal assets management expert says there's a number of good reasons to be bullish on the region's economy for 1996.

Human Resources Guide 21

The annual take-out section with the latest in employees' guidelines on hiring, firing, safety, workers' compensation, anti-discrimination law, job training and more.

Work Place Considerations for the Disabled 41

What employers must provide under the Americans with Disabilities Act, effective July, 1992 with the goal of providing comprehensive and non-discriminatory employment practices.

Answering Riddles about Employees on Salary 42

Clear misconceptions about federal and state overtime exemptions that can expose employers to major liability. What are the rules? Who is exempt? Is the payment of a "salary" significant?

Inland Empire Health Care 53

Special section on variety of medical-related topics, including the controversial San Bernardino County Medical Center, new procedures at St. Mary Center, and Riverside Community Hospital's new $2 million information system.

About the cover

This month's cover depicts an artist's rendering of the $300 million terminal under construction at Ontario International Airport. After a decade of delays, airport and city officials believe the funding for the two-building, 530,000-square-foot facility is finally on solid ground. The terminal, capable of handling 10 million passengers a year, is projected for completion in 1998.

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Corporate Profile

by Mark Zellner

Fun Corner

Fun Corner owners Linda and Gary Sutherland check out the inventory of Santa Claus hardhats in their unique downtown San Bernardino store.

From $39.95 to a few hundred dollars, the kids are really worried about having a cheek fall off, and they need to get used to wearing it, "Said Linda."

Other goods and services provided by Fun Corner include:

- Make-up and mock injuries for disaster drills at schools and companies.
- The more realistic the fake trauma looks, the more the intended lesson usually hits home with the participants, said Linda Sutherland. "Steve is good at making injuries that people can wear," she said.

In one of the more touching drills involving Fun Corner, the Sutherlands worked with the Riverside School for the Deaf to reenact an accident involving 50 deaf students. "I think the paramedics and other rescue personnel really get a feel for what they're facing if that situation really happened," said Linda.

Fun Corner was born and raised in the Los Angeles area, Knish got his first taste of short living when stationed in Yuma, AZ, with the US Navy soon after graduating from high school. Later, he returned to Los Angeles to earn his associate degree in business administration in 1970 from Rio Hondo Community College. His love for the desert continued to grow, and 15 years ago Knish purchased a second home in Palm Springs. He was retired in 1992 and relocated to the Cochella Valley.

Personal: Richard and his wife of 35 years, Sue, have two daughters, a son, and one granddaughter. Second only to his wife, his greatest passion is golf.

Career: Hired by Valley Independent Bank in fulfillment of bank's commitment to become the premier independent bank in the Coachella Valley, Knish's banking knowledge acquired in a career spanning three decades. Experience has centered around lending and branch management, with recent focusing on business development via SBA's natural progression for him at Valley Independent, the local bank in the area participating in the Rural Economic Community Development Service program and one of the few banks with a full-time SBA loan officer.

"Our custom embroidery business has been booming. At one time, we were experiencing 100% growth, which was going way too fast for our previous bank. I mean, it took three months to get a business credit card from them. A friend of mine introduced me to The Bank of California. Really, from week one, these people were like fresh air. They worked with us to finance three new embroidery machines. They gave us a revolving loan which converted to a term loan in six months, so we had time to get the machines humming before we had to make principal payments. I made a phone call to get a business credit card, and a week later the credit card came in the mail."

“Together”

December 1995

Page 10 • Inland Empire Business Journal

Try Factoring to Solve Business Cash-Flow Needs

by Bruce Holden

In recent years, work has been my experience that equity financing generally is harder to find and, once found, takes longer to consummate than debt financing. Having said that, it's also been my experience that some companies, especially start-up companies, get turned down because of the loan underwriting criteria of banks. It further bears the experience that many businesses don't consider factoring when looking for financing, possibly because they don't understand it.

Factoring is one of the oldest methods to provide a business with working capital to service its cash-flow needs. It allows a business to have immediate cash on hand to manage its operations more efficiently. Generally, factoring converts a business's accounts receivable into cash by selling invoices with net 30-day (or less) terms to a factoring company at a discount.

Conventional borrowing increases a business's expenses, and normally requires additional collateral. Factoring, however, allows a business to be evaluated on the strength of its accounts receivable, rather than an analysis of its financial statement. As long as a business has a product or service that it provides to a credit-worthy customer, then the business is a candidate for factoring. A typical advance is anywhere from 85 to 95 percent, depending on the industry and volume of business.

Factoring neither creates debt nor does it require additional collateral. It's very simple to use. Normally, cash can be obtained for invoices in 24 hours or less, and as often as needed.

The key benefit of factoring is the availability of cash on a regular basis.
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U.S.A. National Men’s Championship
December 10, 1995
Open Women’s Run 8:00 a.m.
Palm Desert Invitational 10:30 a.m.
Civic Center Park
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Inland Empire Business Journal
The right team of advisors and consultants can also help on the business owner's end. This team can provide valuable insight to ensure that investors and equity partners are confident and confident in the progress of the business. Another key ingredient of the mix is the right source of capital. Structure of financing, and the timing of its infusion, are critical to success.

Of course, many up-and-coming Inland Empire corporations, with or without economic advancement, are already deserving of our interest and admiration. Their current success, generally by virtue of a positive outlook and perception, is in the fiscal arena. Yet, in a number of ways, these firms are the ones most in need of complex financial arrangements. And, in turn, they in turn can provide many new capital opportunities for their owners, equity partners and future investors. Through the right investment banking connection, such a situation can be a strong source of economic well-being for the entire region.

Inland Empire Business Chronicle

New Business Listings

Balboa Jeweler, 3123 Florida Ave., Hemet, CA 92543, Norma Barger.
Beamont Beauty Supply & Salon, 1481 Erin Ave., Corona, CA 92881, Doug Roberts.
Baskets Galore, 3354 Winku Ave., Wildomar, CA 92595, Renee Oppermann.
Astro Building Maintenance, 261 Fogg St., Colton, CA 92324, Daniel Samo.
Audio Evolution, 29749 Enterprise Circle, #1, Temecula, CA 92590, Robert Valdez.
Audio Zone Custom Auto Access, 12202 S. Via Sierra Ave., Fontana, CA 92335, Roy Clark.
Auntie Kathy’s Attic, 9295 Ashley St., Riverside, CA 92509, Arthur Forbes.
Auntie Pitty Pat’s Attic, 3799 Mission Ave., Riverside, CA 92501, Arthur Forbes.
Asian American Contractors, 2505 Canyon Crest, #205, Riverside, CA 92506, Jimmego George.
Asian Building Maintenance, 14564 Pony Trail, Victorville, CA 92392, Richard Gopier.
Associated Business Consultants, 35345 Winku Ave., Wildomar, CA 92595, Renee Oppermann.
Arbor Building Maintenance, 261 Fogg St., Colton, CA 92324, Daniel Samo.

B & D Distributors, 2205 Junberry Ave., Hemet, CA 92545, Donna Barlow.
B & D Electric, 275 S. Aerowhead, San Bernardino, CA 92408, Don Davis.
B & G Equipment Rentals, 500 E. Valley Blvd., Colton, CA 92955, Ricky Biron.
B & L Liquid, 23851 Lake Drive, Colton, CA 92225, Desk Lkm.
B & L Resilent Floor Co., 30766 Foothill Ave., Ontario, CA 91761, Bob Bouchell.
B & M Counter Tops, 11999 Magnolia Ave., #E, Riverside, CA 92503, Tony Moreno.
B & M Machinery Company, 9300-B Nana Dr., Riverside, CA 92503, George Bilbia.
B & R Enterprises, 20500 Via Princesa, #D, Murrieta, CA 92562, Robert Wilson.
B & S Consulting, 4760 Pala Rd., Temecula, CA 92590, Robert Henman.
B & T Electric, 3465 Honeyuckle Ave., Chino, CA 91710, Richard Jenas.
B & C Drywall, 421515 Big Bear Blvd., Big Bear Lake, CA 92315, Chris Edwards.
B & C Lake Villas, 2400 Rancho California, Temecula, CA 92591, William Johnson.
B & J’s Board & Home Care, 12778 Gala St., Canyon Lake, CA 92587, Gloria Cabebe.
B & K Fireworks, 151 S. Waterville, #K, Ontario, CA 91761, Barry Karkanis.
B & L Management, 6003 Gala St., Highland, CA 92346.
Baskin Robbins, 2210 Griffin Way, Covina, CA 91722, Jim Booton.
B & L Fireworks Creations, 17920 Lariat Dr., Chino Hills, CA 91709, Larry Fain.
Bad Play Sports, 529 Magnolia Ave., Riverside, CA 92506.
Balboa Haven, 5222 "D" St., Chino, CA 92801, Seung Jo, Chino.
Courts Strict With Employers Who Fail to Accommodate Workers’ Religious Beliefs

by Kent Hanson

"W
eed to be free to run our business as we see fit," the president of a Fortune 500 company told me from across our conference-room table. It sounded, good, but it wasn't right. His company had fired our client from a sales position because she asked to be off for her day of worship.

When the company wouldn't take her back, we sued. A month later, the company gave her a better job with back pay and retroactive benefits, and paid her attorney's fees.

Several years ago, I represented another client who was fired by a local charity after eight years of employment, because he wouldn't work on his religion's day of worship.

"If you feel that strongly, you ought to be a minister," he was told him. He sued and obtained a better job from another employer.

Recently, I represented a Corona business in defending a fair employment action brought by an employee for cash and a clean reference. He obtained a better job from a charity after eight years of employment because he wouldn't work on his religion's day of worship.

The employer must provide an opportunity for employees to meet their religious requirements while keeping their job. To be protected by the law, an employer must provide the following:

- That he or she has a bona fide religious belief.
- That the employer is informed of the belief, and that it conflicts with the job responsibilities, and the belief is a religious one.

An adverse job action (such as discharge or discrimination) was taken against the employer because of the belief. The burden then shifts to the employer to show that it made good faith efforts to accommodate the employee's religious beliefs.

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"The Industrial Accident: How to Avoid Fines, Prison Terms for Your Company and Managers"

by William G. Salese

Without question, a company's industrial accident costs can be one of the most drastic consequences for a company as well as its managers. In this regard, companies must also consider the inherent costs of such accidents. If they don't, the law imposes penalties of up to three years in state prison and up to $10,000 in fines for managers, and $1 million fines for corporations. Most significantly, the company's personnel ranging from corporate officials on down to line supervisors are all subject to the enforcement of Section 378.

There are three key points about Section 387 to remember:

- the company is responsible for the handling of an accident.
- the company must handle the accident in keeping with the law.
- the company's management must handle the accident in a manner that is consistent with the law.

To protect itself from the possibility of civil or criminal prosecution on the part of the company, the company must handle the accident in keeping with the law. If the company doesn't follow the law, the company will be held liable for its actions.

To protect itself from the possibility of civil or criminal prosecution on the part of the company, the company must handle the accident in keeping with the law. If the company doesn't follow the law, the company will be held liable for its actions.

The company is also liable for the accident unless it can prove that the accident was caused by circumstances beyond its control.

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The following are some of the key points about Section 387 to remember:

1. The company must handle the accident in keeping with the law. If the company doesn't follow the law, the company will be held liable for its actions.
2. The company is also liable for the accident unless it can prove that the accident was caused by circumstances beyond its control.
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Employee Notice Requirements

By Barbara Lee Crouse

This list covers notices that are required to be given and/or mailed to employees. Notice requirements that must be posted are covered in the Employees Group Requirements listing. The following does not include required notices for tax forms, medical leave, sexual harassment, reference checking or summary plan descriptions.

I. UNEMPLOYMENT INSURANCE

A. STATE

1. Employers covered under the State Plan must provide the pamphlet "State Disability Insurance Provisions" (DE2513) to new employees within five working days after employment begins. This pamphlet must be given to any employee who becomes disabled because of pregnancy or illness and upon request. The pamphlet must be mailed to employees within 10 days of the absence, provided that you have notified the cause of the absence.

Employers covered by a voluntary plan shall be either an individual certificate or a copy of a written or printed statement which the department has found accurate and that fully states the essential features of the rights and benefits. III. COBRA

A. STATE

Employers are required in writing to notify employees who are at least age 60 and have at least 5 years of service with the employer, that health care continuation similar to Federal COBRA rights can be extended up to an additional 60 months beyond the Federal limits until eligible for Medicare. This written notice must be given at least 15 days prior to the end of the initial COBRA coverage period. The written notice should also be sent to covered spouse. Labor Code Section 2800.2 (effective 1/1991).

NOTE: This requirement applies to employers having insured plans and HMOs. Self-insured plans are not affected. The requirement to provide the coverage extends to the carriers and the HMO. Because of ERISA preemption issues, private employers may not have to fulfill this notice requirement at all. Consult your legal counsel.

B. FEDERAL

1. Employers covered by Federal COBRA, 20 or more employees, must give covered employees and covered dependents written notice of their rights to extend their group health benefits

a) At point of coverage.

b) If the employee is the plan administrator, within 44 days of the employee's death, termination (other than gross misconduct), or retirement.

2. If the employer is not the plan administrator, notification is generally made to the plan administrator by the employer within 30 days of Public Law 98-203 (April 26, 1984).

IV. PRIVACY REQUIREMENTS

A. STATE

1. CONFIDENTIALITY OF MEDICAL INFORMATION ACT

Generally, an employer may not use, disclose or otherwise permit employees to use or disclose medical information that the employer possesses concerning its employees without first obtaining a valid authorization.

High Labor Turnover Bad for Business

by Judy Winkler

Director of Human Resources, Staff Covert Inc.

Although the topic of "labor turnover" has long been popular with economists, it's often ignored by management until sales, productivity lags or the competition becomes a threat. High labor turnover correlates to the overall health of an organization. Several factors contribute to turnover. The business's human resources department should be recording specific data that may indicate a problem. Monitoring exit interviews and keeping a record of reasons for separations is a framework for reviewing turnover. The following factors may be included when recording the separations.

Wage and Benefits Package: Are employees recognized for their growth, advancement and contributions so that their wages/benefits are competitive with other organizations?

Employment Practices: Is the selection/certification of new employees handled by qualified personnel? Is proper orientation and training in place? Does each employee have a job description and fully understand what is expected of the position?

Management Policies: Are all employees treated in a fair and equal manner and given opportunities for advancement and growth? Are established period performance reviews done in a timely manner, with listing of specific goals and improvements? Are managers evaluated for their contributions and provided ongoing training?

Labor turnover does increase costs to an organization that can be measured, such as expenses for separation, replacement and training. Separation costs include the administrative functions related to terminations, exit interview, unemployment tax, and costs related to decreased productivity. Replacement costs stem from recruitment, selection, testing and background investigations. The actual cost is based on the wages of those employees involved in the above and on the actual costs spent in recruitment advertising or agency fees and so on.

Addressing temporary turnover costs could be as easy as selecting a temporary employment service that offers a competitive wage and benefits package.

For more information, Staff Control Inc. may be reached at (800) 890-1856.

Early Activation is Key to Cost Savings for Work Injury

By Linda Odgen Nunemaker

Linda Odgen Nunemaker, OTR

Rehabilitation Technology Works, Inc.

A major contributor to runaway workers' compensation costs is the scenario wherein the acute industrial injury becomes a chronic condition involving pain and ongoing disability. Over the past two decades, a number of studies have looked at the "natural history" of industrial injury when treated predominantly with rest, medication, heat or cold, and release from work duties. The researchers found that, typically, 10 percent to 25 percent of cases became chronic (that is, disabled for six months or more), and those incurred 80 percent to 95 percent of the costs of workers' compensation. For workers who had been off six months to a year, the return to work rate was 20 percent to 40 percent. It is paradoxical that delaying more aggressive intervention as a short-term savings strategy may contribute to "chronicity" in the long run by promoting inactivity. Inactivity contributes to disability in four ways.

First, it leads to physical de-conditioning, or "couch potato" syndrome, where general fatigue, weakened muscles and stiffened joints increase the experience of pain and disability. Second, there is loss of the worker's self-image and degrade of worker-habit patterns. Third, depression and loss of self-esteem can contribute to learning and retention and forced inactivity. Finally, left to his or her own devices, the tendency is for the injured worker to limit pain activity because of fear of pain and re-injury. The ability to function with pain and control symptom patterns during activity, is something that is enhanced by learning from knowledgeable health professionals.

An alternative to the early activation approach. What does this entail? A primary ingredient is the availability of modified work at the job site that can be performed by an injured employee. This is combined with a therapy program that keeps passive modalities to a minimum and engages injured workers in stretching and active movement programs as quickly as possible. The emphasis is on physical conditioning, guided performance of realistic, work-related tasks, and training in symptom management.

Workers have been privileged to work in partnership with a large employer in the Island Empire to implement the early activation philosophy. In 1993, we contracted with them to provide outpatient physical and occupational therapy services to their injured workers. This employer has a modified work program in place. Referrals are made through the urgent care facility so workers begin therapy immediately after injury. Most injured workers continue on modified work concurrently with therapy. Here are some of the early results: 88 percent returned to their usual and customary job, and 96 percent returned to work overall. 4 percent of injured workers were referred to vocational rehabilitation services; the average total case duration was 4.5 weeks with an average of 14 therapy visits.

This experience with early activation demonstrates that returns can be a cost-savings tool that may prevent many injured worker cases from developing into chronic disability.

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Employers Explore Self-Funded Health Plans

By Edward N. Stevens

Faced with rising health care costs that continue to erode company profits, employers are searching for innovative ways to curb the cost of health care for their employees. A growing number of these companies have found the answer in moving from a fully-insured to a self-funded health care plan.

A self-funded plan is one in which the employer assumes all or some of the risk of providing health care to its employees. Since it's sometimes difficult to determine whether or not this is the best option for an employer, some important questions need to be answered before entering into such an arrangement—What does self-funding entail? What are the advantages and disadvantages? What are the future hold for the self-funded employer?

A self-funded plan is one in which the employer assumes all or some of the risk of providing health care to its employees. Since it's sometimes difficult to determine whether or not this is the best option for an employer, some important questions need to be answered before entering into such an arrangement—What does self-funding entail? What are the advantages and disadvantages? What are the future hold for the self-funded employer?

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I make so much business sense to leave the recruiting, hiring, and even the firing, to the employment agency.

For example, when you’re trying to build a business, why have the extra responsibilities and liabilities of keeping up on the latest employee-related law? After all, can you afford to keep an attorney who specializes in employee law on retainer? In addition, as all human resource directors know, personnel is in a league of its own, and, unless you can afford to hire a human resource director who is well versed in workers’ compensation, you could find yourself taking on major litigation.

Unfair? Perhaps yes, but, it’s not getting any better. I wonder if Henry Ford would have even been able to make it through the same circumstances. But, this is the reality of doing business in California, and this nation, for that matter.

Not all temporary agencies are created equal, either. Make sure that the agency that you select clearly understands the personality and special needs of your business. For instance, do they respond quickly to resolve problems with employees? Are they available to your business 24 hours a day, seven days a week? Can they screen applicants correctly? Do they give a secretary who can answer the telephone without scaring away your biggest clients? Can they do special recruiting? Do they check references and licenses, and verify employment? Have they toured your facility? Do they specialize in a particular industry?

In a word, shop around before you decide on which agency is right for your business. At Medical and Corporate Staffing Solutions Inc., it’s been our policy not to jump through hoops for our clients, but to jump through ‘Hoops of Fire’ for them.

Debi Hallmair is the president of Medical and Corporate Staffing Solutions Inc. For more information on this company, call (919) 242-2337.

### Human Resource Associations/Groups

- **The Employers Group** (formerly Merchants & Manufacturers Association)
  - The Employers Group (909) 784-9430
  - LaVerne Riter
  - Commissioner
  - U.S. Federal Mediation Conciliation Service Industrial Relations R.I.R.A.
  - P.O. Box 724
  - Rialto, CA 92376
  - (909) 530-3022

- Desert Human Resources Association
  - Not-for-profit Professional Association of Human Resource members in the Coachella Valley (DHRA).
  - Work together to maintain the quality of the human resource management and to assist the membership in upgrading their skills.
  - M. Wayne Caused, President
  - Human Resources
  - John F Kennedy Memorial Hospital
  - 47-111 Monroe St, Desert L.I.L.I.
  - Indio, CA 92201-3470

- Inland Area Personnel Management Association (IAPMA)
  - Professional not-for-profit association of Public Human Resource Members in the Inland Empire.
  - M. Kay Van Mouwerik, President
  - Senior Benefit Analyst
  - San Bernardino County Human Resources
  - 157 W Fill St, 1st Floor
  - San Bernardino, CA 92410
  - (909) 875-5598

- Management and Safety Alliance (Masa)
  - A not-for-profit group for personnel and health and safety professionals that provides monthly meetings on legal issues and cost cutting for workers’ compensation.
  - M. Maggie Murphy, Ph.D., President
  - Padres Community Hospital
  - 12090 Penwood Rd, Suite #8010
  - Corona, CA 92882
  - (909) 353-1653

- American Society for Training & Development
  - ASTD Inland Empire chapter serves as a professional development and networking group for training professionals. Monthly meetings, workshops, and networking groups are some of the services.
  - David Hayes, President
  - Van-President/Chief Services Right, Associates
  - 620 E Hospitality Lane, Suite #809
  - San Bernardino, CA 92407
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### Human Resources Certificate Programs Offered in the Inland Empire

- **Cal State University San Bernardino**
  - Offers an 11-week professional development certificate program for human resource professionals. Uses the materials of the Society of Human Resources Management (SHRM) Learning System.
  - **Contact:** Office of Extended Education
  - **Address/Phone:**
    - 5500 University Parkway
    - San Bernardino, CA 92407
    - (909) 880-5795

- **Cal-Poly Pomona**
  - Offers a series of seven 10-week classes in effective human resource management. These classes have been approved for optional university credit for an additional fee.
  - **Contact:** Office of Continuing Education
  - **Address/Phone:**
    - 3601 West Temple Ave.
    - Pomona, CA 91766-4030
    - (909) 869-2274

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### Inland Empire People

- **Terry Gary**
  - Seven years ago, Terry Gary helped in introducing Union Bank to the Inland Empire. Already a 17-year veteran of the bank’s downtown Los Angeles office, Gary was asked to develop a “de novo” presence for Union Bank in this region—essentially, building a new office from the ground up.
  - A native of Evanston, Ill., Gary had visited the Inland Empire during his youth, and he knew that he would heed this direction for college. He received a bachelor of science degree in finance and economics from the University of Arizona and, while employed at Union Bank, completed a master’s degree in finance from California State University, Long Beach, Gary also graduated from the Pacific Coast Banking School.
  - Gary gained a foothold in the banking world through its management training program, focusing on the commercial lending side of the business. This area of banking remains his greatest interest today.
  - Active in the community, Gary serves on School of Business advisory boards for both the University of California, Riverside and Cal State University San Bernardino. He also serves on the board of the Diocese of San Bernardino. He is a longtime regional board member for the California Bankers Association, and is a past board member of Parkview Community Hospital. Recently, Gary completed a term as an officer of Terry High School’s Booster Club.
  - Residents of Yorba Linda, Gary and his wife of 25 years, Hope, have two sons. Brian is a senior at Claremont McKenna College and Kevin is a freshman at the University of San Diego.
  - As hobbies, Terry Gary enjoys running, reading and betting his golf handicap.

### Employment Agencies in Serving California & Nevada

- **Locum Tenens**
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Department of Business Administration

The University of Redlands

Inland Empire Business Journal

DECEMBER 1995

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Employer Advisory Councils

Employees Advisory Councils (EACs) are formed in local areas to develop strong partnerships between the California Employment Development Department (EDD) and the business community. The EACs are made up of thousands of employers and human resource professionals who work with local EDD staff to maintain a communication exchange that is beneficial to both employers and workers.

EAC/EDD Office/Coordinator

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When to Use an Employment Service

by Sherly A. Jones

Your secretary is out with the flu. The vice president’s administrative assistant is on vacation for three weeks to Hawaii. Your bookkeeper just had her first baby, and decided on an extended maternity leave. These are all common occurrences that could lead a business owner to call up a local employment agency. Typically, such agencies focus on clerical support, and are limited in the services that they offer. Yet, there are also progressive, full-service employment agencies out there ready and willing to respond to the diverse staffing requirements of today’s businesses.

In general, successful businesses use full-service employment agencies to enhance productivity and solve difficult staffing needs while also decreasing expenses. When do you use an employment agency? A few suggestions follow.

Jobs requiring a high degree of repetition, such as data entry operator, can show a drop in productivity after a performance plateau is reached. New employees at such positions often begin with enthusiasm that generates high productivity. Unfortunately, as time progresses, their production level often drops—a result of the boredom that repetition creates. As the employer, you are now paying the same employee a higher wage for doing a job that took less time than when he or she was brand new. Also, you may even face having to provide regular salary increases as time goes by.

Temporary associates tend to produce at a relatively higher performance level on a consistent basis, because they realize that their assignment is for a limited and specific time. They know that they will proceed to their next assignment, doing something different. Boredom doesn’t have a chance to set in. Another motivation is that the agency requires the successful completion of any assignment to ensure another assignment.

What, then, must you do if you need to fill a repetitious, long-term job that must constantly be manned—such as mailroom personnel? AppleOne Employment Services, one of the leading full-service employment agencies, suggests a planned rotation program, including the pre-scheduled rotation of temporary employees with training time and expense automatically incurred. This program ensures that productivity remains elevated for the duration of the assignment, ultimately decreasing your expenses.

What about a potential company work order that represents a great opportunity to increase your profit, but you lack enough staff to support the work? Hiring full-time employees to cover would only result in future layoffs, and, as a result, higher unemployment insurance premiums—not to mention the benefits you had to provide for the added full-time employees in the first place. Also, your regular staff’s morale may suffer as a result of the layoffs.

An employment service can supply trained, temporary associates to handle the extra work load. Many services, at no extra charge, will even conduct the preliminary training and orientation for your new hires prior to their arrival on the job. From the business owner’s end, expenses decrease and productivity immediately increases, since the costs of benefits, workers’ compensation and insurance are all covered by the employment agency.

To put it into perspective, consider that even today’s one-person corporation can produce the work of 100 by using the employment agency when the time is right.

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AppleOne is the largest temporary and full-time employment service in California with several locations in the Inland Empire. We have over 31 years experience providing staffing solutions to local businesses. AppleOne represents over 30,000 qualified temporary and full-time candidates in the Inland Empire to serve all your staffing needs.

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-Karen A. Whiteside, Director of Human Resources

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Employers Carry Burden for Immigration Law Knowledge, Compliance

by Kenneth H. Glade,
Attorney at Law, Upland

Receiving employment as the most common reason for people to enter the U.S. on an illegal basis, Congress included some specific provisions in its major legislation known as the Immigration Reform and Control Act of 1986.

The act makes it unlawful for any employer knowingly to hire, or continue to employ, an alien not authorized to work in the U.S. The aim was to remove the "magnet" of potential employment by barring employers from efforts to "hire, recruit or refer for a fee for employment" any non-U.S. citizen.

Ever since Nov. 6, 1986, employers have had the responsibility to verify the identity and employment eligibility of every employee hired. The Immigration and Naturalization Service I-9 Form lays the groundwork for this process. The form must be completed within three working days of any new hire. However, any person hired prior to Nov. 7, 1986 and who has continuously worked for the same employer since then is exempted.

The immigration act sanctions such workers as "grandfathered employees" to protect employers from potential INS sanctions.

Employer compliance involves the twin obligation of verifying both the identity and the employment eligibility of each new worker. The law exempts "casual employees" who provide domestic service in a private residence on a periodic, irregular or incidental basis. And, once-a-week employment does not require the completion of an I-9 Form.

Employer compliance calls for examining any document(s) set forth on the I-9 form or in the readily available 1991 publication "INS Handbook for Employers." Certain listed documents, such as a U.S. passport, certificates of citizenship or naturalization, a foreign passport with an employment authorization stamp, or an alien registration card ("green card") simultaneously satisfy the dual requirement. Most other documents, including a driver's license, are subject to review as part of the full, two-prong process.

"Good faith" compliance with the verification system creates an affirmative defense to potential prosecution. Compliance involves:

1. New employer should complete Section 1 of the employment eligibility verification form (the I-9) at the time of hire. Assistance may be used for translation, as long as the preparer or translator completes the applicable block on the I-9 Form.

2. Within three business days of starting work, the employee must present to the employer the original document(s) clarifying identity and employment eligibility. Employees can choose the documentation they wish to present from published lists.

3. Employer must examine each document presented to ensure that they reasonably appear to be genuine. Employers are advised to consult the "INS Handbook" and then complete Section 2 of the I-9 Form as required.

4. Employers must keep the I-9 verification forms for three years, or for one year from the date of a termination.

5. Employers must re-verify the previous employment eligibility of any new hire who presents a work authorization with an expiration date.

6. Employers must make their I-9 Forms available for inspection by the INS or other government agents upon three days written notice.

7. Exceptions to the verification process include "independent contractors" who have their own business or who are paid by piecework or assignment completed off-site. A

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- Board Certified Primary Care Physicians
- Extensive Specialists Panel
- 24 Hours - 7 Days A Week Coverage
- Regular Evening and Weekend Hours
- Walk-In Appointments Welcome
- Physicians Always on Duty

We offer a comprehensive industrial medicine program:

- 24 Hour Care Plans
- Pre-Employment Physicals
- NIDA Certified Drug and Alcohol Testing
- On-Site Visits and Evaluations
- Back Strength Testing
- Work Capacity Evaluations
- Occupational and Physical Therapy
- Same Day DMV Physicals

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"Providing for the health care needs of the Inland Empire."

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Trials and Appeals

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The goal of 24-hour care is to con­
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Redefine the workplace violence policy. Often, a potentially violent individual
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At the inception of this joint
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The ADA provides for

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some view a merger of
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A definition is a "single source, system, or

The
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The goal of 24-hour care is to con­
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tional. Some of these products are the
result of alliances between HMOs and workers’ compen­
sation carriers. These programs are
"market share protection plans.

Supervisors: Front-Line Soldiers in War Against Workplace Violence

by Bruce A. Little

by Michael J. O’Connor

Integrated Care: Combining Workers’ Compensation with Group Benefits

by Ed Goldstein

Supervisors: Front-Line Soldiers in War Against Workplace Violence

by Michael J. O’Connor

that

by Ed Goldstein

Creating a "trading zone" on the back burner. In the vernacular of the
90s, Corporate America was in turmoil.

at the look, but take a leave at figure K.

Tannerhun’s burgeoning schedule of
workplace violence seminars. Suppose we are
Litter, Mondello, Furili, Tichi & Mathias, the
country’s foremost employer and

to the workplace violence seminars.

Threats, intimidation and harass­

• Indications of personal, family or

• Financial pressure.

• Supervisors should be made aware of

• Establish a Management Response

Supervisors need to be trained in
what is one or more major
life activities.

The ADA does not have
a physical handicap that
substantially limits one or more
life activities. It is treated
by an employer as having an increased
likelihood of developing a
physical handicap in the future.

The ADA is sufficient to demonstrate
the employee’s inability to
complete one or more
of the employer’s job
requirements.

For information, call
(800) 380-3551.

If an

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person with a disability. Our society,

The ADA, California Fair Employment and Housing Act (FEHA), and
California Civil Code, sections 51 et seq., define a disability as
a physical or mental impairment.

The ADA provides for

Given this legal

A physical handicap that
does not substantially limit one or more
life activities, such as a "trading zone,"
physical or mental, is an
impairment.

1) A physical handicap that
does not substantially limit one or more
life activities, such as a "trading zone,"
physical or mental, is an
impairment.

2) A physical handicap that
substantially limits one or more
life activities (a "trading zone")
may be covered under the ADA,
with the exception of some
life activities, such as sex,
pregnancy, and AIDS.

3) An employer may discriminate in
the treatment of an employee
with a disability only if the
employer can demonstrate that
accommodations would cause
undue hardship.

4) An employer may
accommodate an employee with
a disability without undue hardship
at the employee's request.

5) An employer may terminate an
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undue hardship.
**Job Training / Placement**

- **Entity**: County Government
- **Address**: Administrative Center 4080 Lemonwood Avenue, Riverside, CA 92501
- **Adminis**: Larry Parrish
- **County Development Manager**: (909) 275-1660

**Functions**

- **Administrative and coordinating county programs such as health care, public works, social services, major role in establishing "business climate.

- **Job Service Program which includes job placement, vocational counseling, and services to special applicant groups. Provide labor market information. Administer the Unemployment Insurance Program.**

- **Advises

- **Advises Department Program which includes job placement, vocational counseling, and services to special applicant groups. Provide labor market information. Administer the Unemployment Insurance Program.**

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**Answering Riddles about Employees on Salary**

**by Richard D. Bash, Law Offices of Reid & Huyler, Riverside**

Chronic misconceptions about federal and state employment exemptions can expose California employers to substantial liability. What are the rules? Who is exempt? Is the payment of a "salary" significant?

For private employers in California, rules on overtime and the exemption definitions are spelled out in the California Industrial Welfare Commission Wage Orders. These orders generally require that non-exempt employees receive overtime pay for all hours worked past eight hours in a workday, or past 40 hours in a workweek, or for work performed on the workweek's seventh day. Different overtime rules apply to employers covered by collective bargaining agreements or working in certain industries, such as agriculture and residential care.

Depending on its nature, a business also may be subject to federal overtime rules and exemption definitions, found in the Federal Fair Labor Standards Act (FLSA). Under the FLSA, there is no daily overtime requirement, but employees are generally entitled to overtime pay for all hours worked past 40 in a workweek. Whether, in a conflict between federal and state law, the more restrictive law applies.

For both California and federal law, employers who fit categories as "executive," "administrative," and "professional" are exempt from overtime rules. As employer, it's your burden to establish that your employees fit one of these categories. A job title is not the determining factor, nor is the mere fact that he/she receives a salary. Rather, the employee's exempt status is based on a monthly or weekly compensation test, and whether duties satisfy the Wage Order/FLSA exemption requirements.

To qualify as an exempt "executive," an employee must generally earn at least $1,150 monthly, or $253.39 per week. This compensation may be paid as either a salary or an hourly rate. Also, the employer must primarily be engaged in management, with the authority to hire/fire employees, or effectively to recommend such action. Finally, he/she must regularly direct the work of two or more employees, exercising independent judgment.

To qualify for the administrative exemption, an employer must receive the minimum compensation rate and job duties must primarily involve non-manual labor that is directly related to administrative operations (not production or sales).

An employee qualifies as "professional" if licensed and practicing one of nine recognized professions. Employees covered by the 1989-1990 Wage Orders qualify, as long as they are "engaged in an occupation commonly recognized as a learned or artistic profession."

The federal test for the executive, administrative and professional exemptions is similar, but with one major difference. Under federal law, exempt employees must receive a salary of at least $55,000 per year. Federal law, a "salary" defined as a predetermined amount not subject to reduction because of variations in the quantity or quality of work performed.

In other words, in order to be exempt during any particular work week, an employee must first be assured of receiving his/her full salary for that week. If the employee is not "salaried," the exemption is lost.

Generally, employers may not reduce an exempt employee's paycheck for failure to perform the required amount of work in a week. However, you may deduct pay when an employee is not present for the work week at all (no pay required), when an employee is absent for a full day or more due to personal reasons other than sickness or accident, when an employee is absent for a day or more due to sickness or disability, and you have policy that provides sick or disability pay, and, when an employee violates major safety rules. Deductions are prohibited for absence due to jury duty, to notify as a witness, or temporary military duty.

There's something special about specialists... they do a better job.**

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Anti-Discrimination Laws

Who Must Comply
All employers who are engaged or receive financial assistance from the State of California.

1. Primary employers.
2. Voluntary associations.
3. State and local government employers with one or more employees.

Private employers with 25 or more employees.

All employers with one or more employees.

Prepared by: Barbara Lee Crouch, Island Empire Region, The Employers Group

Confusion
Insurance buyers find quoted rates of insurance on very different forms. Estimated annual premiums are at least 30 percent higher, and the actuarial report premiums decrease of 50 percent.

Employment References: Don't Get Burned by Bill Floyd, Attorney

It is our policy to provide only dates of employment and job title in response to an employment reference request.

Increasingly, this type of policy is what confronts employers attempting to check references on prospective employees. Fewer and fewer employers are willing to go beyond releasing this basic (and, essentially, worthless) information in response to reference requests. And, for good reason! Giving detailed employment references puts an employer at risk on at least one of the most significant public safety concerns. For those who may not have the financial resources to defend themselves against such misuse, a new Employment Reference Act has been enacted in California.

There are other potentially serious consequences in connection with the issue of employment references.

Labor Code Section 1053 makes it unlawful to provide or refuse to provide references of an employee. In some cases, providing a false reference constitutes a misdemeanor and entitles the former employee to triple civil penalties. If a reference is false, it is a violation of Sections 1050 and 1053. Payment of civil penalties of $5,000 to $10,000 may be also be required.

Given these and other risks associated with giving detailed employment references, it is no wonder why more and more employers are adopting a policy of avoiding detailed employment references. When choosing a new workers' compensation partner, employers should ask for satisfied customer references. It is appropriate to check credentials to validate an insurance company's service commitment.

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Calco Insurance Brokers & Agents, Inc. is a full-service regional brokerage, ready with a wide range of insurance products and services to support California-based businesses. As one of the top 50 brokers in the country, we are big enough to meet your needs, but also small enough to provide you with responsive, personalized service. Calco has seven offices in California, including one right here in Orange to serve your risk management needs.

Calco enjoys a strong sponsored relationship with many of California’s leading trade groups. When the mission is responding to Human Resources concerns, Calco is proud of its association with The Employers Group. The Employers Group, your resource for HR issues, has endorsed Calco and California Casualty since 1974.

Calco has teamed with The Employers Group to create group insurance programs that may offer special advantages such as discounted member pricing, back-end group profit sharing, or additional services at no charge. Some of the insurance and employee benefit programs available to members of The Employers Group through Calco are:

- **California Casualty workers’ compensation**
- **Fireman’s Fund commercial property/liability insurance**
- **Group health coverage-custom designed HMO, PPO and Self-Funded plans**

Calgo’s expertise and The Employers Group’s resources can also help you manage and insure your employment liability risks relating to discrimination, sexual harassment and wrongful termination lawsuits.

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Calgo can help you develop the answers to your risk management problems. Give us a call.

(Orange) 941-9378-1824
Sexual Harassment: Legal Awareness of the '90s for Employers

by Barbara R. Brown

be the last decade, state and federal laws have increased the obligations of employers to deal with complaints of sexual harassment in the workplace. Meanwhile, public awareness of sexual harassment has increased as legal and compensate work place injury has risen to its highest level ever.

As a consequence of the development, most human resources and employment-law experts agree that sexual harassment is one of the legal risks in the employment law arena for California employers.

In this environment, the smart employer's strategy is clear—when sexual harassment, or anything that could be construed as such, occurs, on the job it must be quickly and forcefully eliminated.

As a practical matter, this means that it's a "must" for employers to have policies in effect that provide a detailed complaint procedure as a clear-cut avenue for employees to deal with complaints of sexual harassment. It is the employer's responsibility to take prompt and responsive action in the face of a complaint, to fully investigate the matter, and to do all that is necessary to eliminate sexual harassment in the workplace. This often is very difficult to accomplish, however.

A great place to start is to sensitize all employees, especially managers and supervisors, to the fact of life in this area. By law, an employer is required to eliminate harassment in the workplace—known incidents to any action of which it should be made aware. That's quite a heavy burden, to be sure.

The only way to begin to carry this extraordinary burden is to train all employees aware that sexual harassment will not be tolerated, and that there can be severe consequences for employees' career, such as demotion, suspension, and even termination should they engage in such conduct.

Because the laws place such a heavy burden on employers to "fix the problem," not just to try to eliminate sexual harassment very simply. If employees fail to employ effective remedial measures to eliminate the problem, the result can be devastating to a company's pocketbook.

Employers must be careful not to retaliate against an employee who makes a sexual harassment complaint. In an effort to eliminate the offensive conduct, the employer is often faced with removing either the victim or the accused from the work area. This can rarely be accomplished without a negative impact on both the victim and the one who stays. In small businesses, it is often impossible to separate these two individuals from the accused, except by altering their work schedules so that the individuals are rarely, if ever, on the job-site together.

There are some of the issues that arise when addressing the problem of sexual harassment in the workplace. The bottom line is that sexual harassment claims are a legal thicket that require an employer to be very aggressive, remedial action to avoid liability to the victim. However, employers must be careful not to make heavy-handed decisions based on a desire to avoid exposure at all costs.

Remember, the right of the accused must be carefully considered as well, or else the employer runs the risk of being sued by the accused harasser for wrongful termination or other adverse employment action. The best way for an employer to reduce the chances of liability in this area is to have a good, strong policy statement on harassment. Follow the policy and, above all else, use common sense. An employer should be fair and thorough, but should also be flexible enough to fashion solutions best suited to that particular workplace. At the same time, the employer should strive to provide safeguards to assure that the work place is free of harassment.

Barbara R. Brown is an attorney specializing in employment law with Best, Bier & Krieger in Rancho Mirage. She can be reached at (619) 568-2611.

Loma Linda University Medical Center Details Community Commitment

by Dr. Greg Williams

Marketing Department
Loma Linda University Health System

Many people recognize Loma Linda University Medical Center for its miraculous infant heart transplant program, the progressive Proton Cancer Treatment Center, and the Loma Linda University Children's Hospital. These programs, after all, give life and hope to thousands of people every year. But, to the local Inland Empire community, Loma Linda University Medical Center means so much more.

In addition, access to a critical trauma center, a faculty medical group, and a community medical center.

LUMC is the world's leading center for infant heart transplant. Infants receiving new hearts at LUMC include the babies Moses and Paul. Moses received his new heart in 1985 when he was four days old, and became known as the world's longest-living recipient of an infant heart transplant. Paul received his new heart in 1987, just three hours after birth, making him the world's youngest heart transplant recipient.

Patients at the LUMC Infant Treatment Center receive a form of cancer treatment made possible through the use of the world's first proton accelerator to be conceived, designed and built to serve patients' medical needs. Compared with conventional radiation, proton treatment is a form of therapy that's capable of irradiating cancerous tumors more precisely and without the debilitating side effects associated with other treatments.

The Loma Linda University Children's Hospital fills the Inland Empire's expanding need for specialized neonatal and pediatric care. It's the only hospital in the region, and one of just seven such facilities in California. At present, LUMC is the third-largest provider of children's health care statewide.

LUMC serves as the primary teaching center for the counties of Inyo, Mono, Riverside and San Bernardino. The 797-bed facility provides annual services for more than 300,000 in-patients, and is the only Level One trauma center in the region. Up to 35 percent of the medical center's patients are served in eight intensive care units: cardiology, coronary, medical, neonatal, anesthesiology, pediatric cardiology, cardiovascular, and surgical-trauma. LUMC is licensed for 72 neonatal intensive care beds for premature and sick babies, making it the largest facility of its kind in the world.

The Loma Linda Faculty Medical Group houses professional suites for physicians' practice groups. The Faculty Medical Group operates a host of specialty clinics, including a diabetes clinic that complements the nationally-known diabetes education program at the medical center. A law-violation clinic is specifically for those patients who, with their remaining vision and appropriate treatment, can lead independent lives.

The Loma Linda University Medical Center is proud that, a medical center designed to serve the needs of the local community. The 120-bed acute care facility offers general medical and in-patient and out-patient services.

In Cooperation With The

Outreach: Getting More For Less

Leaves in the '90s

Human Resources & The Internet

Win Win Negotiations

Live Action Entertainment Troupes Luncheon Theater

SEVEN BREAKOUT SESSIONS

The Future of Unemployment

Wage and Salary Trends

COBRA Updates

Legislative Update

THE EMPLOYERS GROUP SENIOR CONSULTANT PANEL

Employee Notice Requirements

Labor Relations

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CO-SUPPORTED BY: THE PERSONNEL NEWS

PARK IN LANSDOWNE PLAZA
DECEMBER 1995

INLAND EMPIRE BUSINESS JOURNAL • PAGE 51
Hot dogs are the leading cause of child-related choking deaths. Remember to cut the hot dog lengthwise and then crosswise into small pieces.

When a kiss and a bandage aren't enough, come to our Pediatric Urgent Care Center.

- We have pediatric specialists here 24 hours a day.
- We have the only pediatric trauma center in the region.

During this open enrollment period, make sure you choose a plan that includes Loma Linda University Children’s Hospital.

1-800-825-Kids

PEDIATRIC URGENT CARE CENTER
EMERGENCY DEPARTMENT ENTRANCE

LOMA LINDA UNIVERSITY CHILDREN'S HOSPITAL
San Bernardino County Medical Community Split on New Medical Center

by Ron Bangers M.D., Chairman, Communications Committee
San Bernardino County Medical Society

The San Bernardino County Medical Society is staking down the barrel of one of the most sensitive issues it has faced in recent history. The battle headed straight for the largest physician organization in the county is the controversy for the much needed, although controversial, facility to be built. The Riverside County Community Hospital contracts for $2 Million Patient Information System.

Riverside Community Hospital Contracts for $2 Million Patient Information System

Riverside Community Hospital (RCH) and Health Data Sciences Corp. of San Bernardino reported Nov. 17 on their coming to terms for a $2 million contract to implement an "ULTICARE" Patient Information System for the hospital.

On benefits expected to result from the new system, officials of the Riverside hospital cited improved quality in patient care in general, tight control on operating costs and easy access to patient information. "Riverside Community will use ULTICARE to provide an effective means of reducing the cost of health care delivery across its enterprise," said Donald Davidson, a spokesman for Health Data Sciences (HDS). Part of the Community Health Center, Riverside Community Hospital is a 355-bed, full-service acute care hospital with a 34-bed psychiatric unit right in the hospital, making it the largest hospital in western Riverside County. The new contract will allow hospital staff to take advantage of the many on-line features that ULTICARE provides, said Davidson. "For example, documentation of patient orders, results and interventions are done in real time as they occur," said Davidson. "Also, ULTICARE provides alerts and reminders for retrieving such key information as potential drug interactions, abnormal or critical test results, scheduled or missed events and interventions, and scheduling conflicts."

Founded in 1983, Health Data Sciences Corp. develops and distributes patient information systems enterprise-wide, patient-focused information systems. ULTICARE uses a database to create a complete patient record, and offers health care providers convenient access to the database from virtually any location, said HDS officials. "This gives providers information whenever and wherever it is needed throughout the health care system," said Davidson.

The Riverside Community hospital system will be installed using Data General AVION servers in the hospital, with Windows-based personal computers used as work stations throughout the health care facility. HDS reports working should to shoulder with Riverside Community in planning the system installation. Besides its mass patient care and administrative areas, the hospital will use ULTICARE in its laboratories, pharmacy and radiology departments. The future, running costs are currently required to provide an ongoing computerized patient record, and are designed to be available to the separate caregivers and departmental personnel. Patient information can also be used in an aggregate form to monitor with disease management. "ULTICARE will allow Riverside Community Hospital to accelerate its mission of providing a full continuum of high quality health care while maintaining a strong financial base," said Kirt Lichte, president of financier at the hospital. "The timeliness and accuracy of ULTICARE's patient information provides for ongoing analysis as we strive to maintain optimum health status for our patient population."

With headquarters in San Bernardino, HDS employs 160 people at sites throughout North America. "We are pleased to welcome Riverside Community Hospital to our family of ULTICARE customers," said Peter Gladden, HDS president and chief executive officer. Riverside Community has recognized that patient care information is a key part of its strategic plan and essential for service to patients. "With ULTICARE, we can improve patient care by being able to provide better quality and lower costs at the same time. ULTICARE gives the tools to the medical community to take advantage of this issue," he said.

The Three Most Commonly Asked Questions About Health Care Coverage in Riverside Have One Simple Answer.

1. How am I able to choose from a network of over 50 primary physicians and 200 specialists?
2. How do I see a physician in a private practice setting, not a clinic?
3. How can Riverside Community Hospital become my Hospital of choice?

Make the right choice, select a health plan that includes Riverside Physician Network and Riverside Community Hospital.

Riverside Physician Network Primary Care Physicians

Family Practice
San Agapito, MD • John Bach, DO • Kimmas Berry, MD • Thomas Duthie, MD • E. Ryan Duthie, DO • Janet Eder, MD • J. J. Dunne, MD • J. John Ernst, MD • William L. Fish, MD • David Gao, DO • John G. Geary, MD • W. Gordon Gold, MD • Richard K. Goul, MD • Howard Jackson, DO • William J. Jackson, MD • John Maloney, MD • William Miller, MD • J. John Notway, MD

Internal Medicine
James Bartlett, MD • J. Joseph Campbell, MD • John Show, MD • J. J. Dunne, MD • John Ernst, MD • E. Ryan Duthie, DO • J. J. Dunne, MD

Pediatrics
Michael Britton, MD • Peter Chang, MD • Roger Chang, MD • T. Ding, MD • R. R. Dunton, MD • R. R. Dunton, MD • T. Ding, MD

Robotic Medicine
Michael Britton, MD • Peter Chang, MD • Roger Chang, MD • T. Ding, MD • R. R. Dunton, MD • R. R. Dunton, MD • T. Ding, MD

Electron Imaging
Robert Fine, MD • John G. Geary, MD • J. J. Dunne, MD • W. Gordon Gold, MD • Richard K. Goul, MD

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Mammogram
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Major health plans accepted. For more information call (909) 276-2683.

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Program development and support by the American Heart Association

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Program development and support by the American Heart Association
Leaves of Absence in the '90s...

Continued From Page 31

Employees with Money Problems Can Cost You

Money problems can cost you a lot. It's not just about the

We'll let them know.

You and your employees.

They're not paying up.

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Managing:
Using ‘Out-Sourcing’ to Pave Company’s Path to Success

by Pete G. Penson

After a manager takes on a new job, it may be only a matter of weeks until a supplier lets him or her know the first time. One or two missed deadlines, a squawking of quality problems, and the manager’s headache soon points to the root of the old business maxim: “You live and die by your suppliers.”

In the name of profitability improvement, companies of all stripes are slicing off certain operations, piece by piece, and vending them out. This trend in management is known as “out-sourcing.”

Today’s managers who have watched a tidal wave of out-sourcing wash over Corporate America might think to themselves, “I’ve always had enough trouble with the suppliers that I’ve had to deal with. Now, you want me to outsource a key function of my business in a quest to see the best—evidently, I know it’s going to be a more complicated management nightmare from here on out.”

The reasoning behind the popularity of out-sourcing, however, is surprisingly logical. Consider:

- A strong push over the last decade for businesses to reduce, or discover, their “core competencies,” means that they can do better than anyone else—and dump activities that prove to be more of a distraction than a benefit.
- If, for example, your strongest suit is brand identity, or perhaps an established distribution channel, is it mandatory that you actually make the product? The successful Nike company muddled that out one and then proceeded to out-source its shoe manufacturing.
- If you are fighting to stay alive in an industry that’s subject to regulatory changes at a breakthrough pace, do you really need to invest talent in handling health and safety issues for employees and the community? There are outside vendors who already have the expertise and services packaged and ready to go for such tasks. More and more companies, for example, recognize that such programs do not need to be developed in house in order to be effective and efficient.

Pick any function of your company and fantasize that you are able to hand-pick the staff to run it. Gather the best people your company has to offer. Now, compare that staff to the top experts in the field who are available for outside hire, affordable, and familiar with the latest in related knowledge and technology.

- As employees become more demanding and enter the work place from more diverse walks of life, the benefits services that they want and need to stay happy are getting more complex. A bevy of outside experts is better equipped to handle today’s defined contribution plans, reimbursement accounts, payroll, risk benefits, health and welfare, labor relations, testing and assessment, training, career programs, and so on. There’s plenty of good technology available to support the independent self-service employee, as well as “self-help” employers from the need to develop and maintain complex systems.

While the logic of out-sourcing is inexorable, the set of skills needed to manage outside vendors is just coming clear. Some are:

- Negotiation skills to acquire the quality that the provider needs, create mutually rewarding relationships and provide ongoing value.
- Co-strategic thinking and collaboration, to keep costs low and service improvements coming, as well as to reduce waste and eliminate redundancy.
- Process improvement skills, shifting the focus from ‘transactional improvements.’
- Business acumen, including the abilities to define savings opportunities, understand benchmarks, and track supplier and team performance and satisfaction.
- Future-watch skills, the ability to anticipate trends on the horizon.

Pete G. Penson is a principal with CDD Co-Development International, a global management consulting firm that helps corporations with strategic planning and complex business issues. He can be reached at the firm’s Silicon Valley office, (408) 366-0466.
The Wine Cellar

Meat on Wind by Larry D. Merlot

In recent weeks, wine makers from one end of California to the other have been hearing everything from, "Best juice I've ever seen," to "One of the three best vintages I've seen in 20 years of wine making" to "We've gonna knock 'em dead when the red wines from 1995 come out."

Of course, I've also heard, "The grapes look great... but they're so tight and there aren't too many of them," and "I'm only getting about 70 percent of a normal crop."

It's a little early to say, but it looks as if the harvest in coastal counties may be off by 20 percent overall. That's pretty devastating, here in the first "up" market in about a decade. What it all means is that a couple of years from now, when the 1995 reds start to appear, or maybe as soon as a year from now when the 1995 premium white wines are released, you may be tasting some of the best California wines to come down the road in a long time. However, you'll also probably be paying a premium price for it, because the wine makers had to pay more for those great little grapes in a short year.

It also means that you should very careful of the cheap stuff, starting almost immediately. When there's a shortage of good fruit and the price goes up, there are few good grapes available to go in the cheap wines, the jug wines, and the fun wines. We have been spoiled in recent years with some exceptional wines at really reasonable prices. I think that those days are pretty much gone in California, though, starting shortly after the first of the year when 1995 grapes start showing up in the blends.

Also likely means that a new wave of cheap imported wines—to fill the needs and quench the thirst of budget-minded drinkers—will be coming on the market. There will be more wines from Chile, to be sure, but you're going to have to read the label closely to know exactly where your wine is coming from.

I understand some popular California brands will be bottling wines from elsewhere—Romania, Bulgaria, the Czech Republic, Slovakia, Slovenia, South Africa and Hungary, to name a few. And, yes, those wines can be very good.

Tidbits

American Airlines was once again named to receive the "Best Airlines in the World" award by Travel International magazine's "Best Cellar in the Sky" award. The award is based on the overall collection of wines served in "business class" on flights.

Mark your calendars. From now into the first week of February is the time of the annual series of vintners and chefs "holidays" at Yosemite's Ahwahnee Hotel. If you haven't stayed in Ahwahnee, in one of the most beautiful hotel settings in the world, then this is the perfect opportunity for you. Call the "Yosemite Vintners Hot Line" at (707) 939-6277 for the hours, details and directions.

That Time of Year

Another thing that comes with the annual harvest is the final round of wine judging. The largest of all the regional judging, for example, is the Sonoma Harvest Fair, which finally got around to making a rule change that I've been advocating for more than 15 years.

All wines involved in the judging must now be produced from Sonoma grapes. As a result, I'm going to have to find something else to write about. For instance, you guys still limiting the number of wines per category that a winery can enter?

Both of the Sonoma sweepstakes-wining wines are modestly priced, and both of them have Dry Creek appellations. The red wine winner is 1. Fritz 1993 Zinfandel ($12). The white wine winner is Mill Creek 1994 Sauvignon Blanc ($8).

A complete list of all winners is available via the official awards book. It's free of charge, but please send $1 to cover postage and handling, to: Sonoma Wine Winners, Box 516, Carson City, Nev. 89702.
Manager's Bookshelf


Dr. Penzias, a Nobel laureate, offers a vision of the future where incredible opportunities exist for a handful of people. They're the entrepreneurs and skilled technicians who will operate at the interface between computer-driven technology and the demand for highly-customized products and services.

Penzias believes we're on an amazing transition within the information stage and focuses on education. If our elected officials realize that past organizational paradigms are rapidly becoming fossilized...if the public at last begins to understand that our changing economy isn't being pushed by a handful of greedy plutocrats, but a radical change in the nature of work...if...if!

"Harmony" is Penzias' view of future technology. His clarity and excitement in this area shines through the often murky perspectives about the social and institutional implications of the silicon chip. His forecast of the computer's network capability and power is...well...it's hard to be last word on the subject, but it is a solid, thought-provoking look at the world that awaits our children.

Manager's Software Review:

"TripMaker" includes an extensive list of names that have been recorded to watch and are always kept in libraries or through purchasing additional CDs.

Carlene Jones is the training director at Word Camp Associates in Rialto. Readers interested in setting up trip making for business as well as personal needs can reach her at (909) 877-9310.

The Inland Empire TV News can be seen on KZKI-TV.

Monday through Friday 7-8 pm.

Please check your local cable listing for the channel in your area.
Redlands Federal Bank sold the Murrieta unit, at $300,000, with Alex Mogahghi representing principals.

CB Commercial Reports
Riverside Warehouse Sale, San Bernardino Showroom Lease

Progress Wheel purchased a 34,500-square-foot warehouse building at 7029 Lincoln Ave. in Riverside, Nov. 1, while Standard Bred Pace Company signed a five-year, $35,000 lease for 9,900 square feet in the San Bernardino Freeway Showroom on South "E" Street, CH Commercial of Riverside represented.

Both the wheels manufacturer and the seller, Martinez & Turek, were represented by Finn Center and Art Day of CB Commercial. Mark Sandoval, Robert Smith and Richard Landies represented the renter in the owner to Allan Steward Inc.

Los Angeles Builder Acquires 97-Home Murrieta Project

Calpresp Corp. of Los Angeles has acquired the site of a 390-unit project in Murrietta's California Oaks community from Lomas Financial, the lender for the builder Brookwood Development.

Calpresp gained Montmore via an $84,000 refinancing loan on obtained from the builder's Half Moon Bay model housing project in northern California, said Calpresp officials. In Murrietta, Calpresp plans to start building homes ranging from 2,400 to 3,400 square feet and priced from $150,000 to $250,000.

Hidden Valley Homeowners in Pomona Settle for $3.5 Million

Real Estate Focus

The homeowners association of the 208-unit Hidden Valley condo complex, minutes in Pomona reached a $3.5 million agreement to settle the complex and to pay off its subcontractors.

Buis Development Company of Newport Beach will shoulder the bulk of the payments over five years—some $29 million worth. The lawsuit charged Buis and others with negligence, breach of warranty and negligent misrepresentation based on such problems as leaky roofs and cracking in some units at the complex, built in phases between 1982 and 1989.

According to Woodland Hills attorney Robert J. Fisher, an associate of Michael Han, who represented Hidden Valley homeowners as plaintiff, the primary damage to structures involved water intrusion, leaky roofs and deck doors, as well as poor drainage. The lawsuit also charged that the structures were poorly framed as a result of faulty workmanship.

Between 20 and 25 units have experienced problems due to settling of the foundation, Hearn added. Hearn said some units had mined a leaky Sunset Ridge Drive and Phillips Ranch Road, were not properly compacted prior to construction. In to the problems, Hearn said, before need to be drained under buildings, and then concrete must be placed through that fill to the underlying bedrock.

Besides Buis, primary defendants named in the lawsuit included Gerris Planning, William A. Stein, Metz, Fontana Pipeline, Klein Construction Corp., Orange Pacific Plumbing, Bovden Plumbing, and Bovden Asphalt.

Fisher said the Hidden Hills is comprised of townhouses escorted in a gated community with gardens, a pool and a fountain. Homes range in size from 1,600 to 2,500 square feet and are sold for approximately $120,000 to $145,000.

With more than a decade of marketing experience in entertainment, Carol Dixon of Redlands is the new manager of the James and Ariannita Cousoula Arena at California State University, San Bernardino.

Most recently the director of marketing for Medieval Times Dinner and Tournament in Buena Park, Dixon has held promotional positions for Circus Vargas, Mattel Toys and Twentieth Century Fox. At CSUSB, her duties include drafting a marketing plan for the 4,000-seat arena, which primarily has hosted intercollegiate and recreational sporting events.

The owners of the four-star resort in the Inland Empire's High Desert, Lukoski, who holds a bachelor's degree in Marketing from the University of Florida, will represent Hyatt Grand Champions for the California and Western Region Corporate and Association market, said Hyatt General Manager Mark Heinzelman. Lukoski has moved to a new home in Palm Desert, he added.

Capital Asset Management LLC of Temecula appointed Corey Pono a U.S. Air Force Reserve staff sergeant with eight years of Southern California finance/investment experience—to vice president in November. Pono, also of Temecula, will be in charge of business development and capital acquisition as Capital Asset Management, a consulting firm specializing in asset management/protection and investment banking.

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ONT Prolongs Bid Deadline for New Terminal
The period to submit bids for the next, $130 million construction project to merge with the Fruitland System Inc. of Minneapolis, Los Angeles Mayor Richard Riordan and the presidents of Intermountain 10 and 15 in Ontario. Both the AMC theaters and the mall are timed to open in the second quarter of 1995, said AMC's Dick Walsh, adding that the "Ontario Mills" will be "the most innovative and exciting developments in existence," as well as "the amphitheater setting and our 'New Love Seat.'" Other plans include a phone-ahead reservation system, a concierge to assist patrons in the spacious lobby, 15 ticket windows, and sound systems deliver to 12 decimal channels over eight digital channels.

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Ontario County Supervisors Issue 2-3 to Approval the Regional Rail-Cycle landfill project, but with a catch—that riders in March pass a special tax to gain approval to the amount of $30 million a year. The forecast is that 23 percent of city crime statistics since 1991 show that murder is on the rise, with 33 percent more armed robberies. In the last three years, assaults are down 35 percent, and robbery is down by 23 percent, that

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