

'One-Stop' Services Through Virtual Staff Network at VRH ...virtual?

As a stand-alone word it describes an 'essence' or 'effect' that is not formally recognized, but when paired-up with other words such as realities, tours, and offices, it describes something tangible but without physical constraints (walls, travel, etc.).

Virtual has a new word pairing at VRH – virtual staff – and it represents a fresh approach for expanding not only your business vocabulary.

"We have built relationships and confidence with a network of professionals whose ethics, values and integrity is consistent with ours," says Dr. Jonathan Dehlinger, President of VRH. "These are individuals we have known and worked with over the years and have come to respect for their capabilities. We are simply formalizing these long-standing relationships to better serve the diverse needs of our business clients."

Dehlinger admits that the virtual staff concept has been incubating for several years. "Our virtual staff network has been carefully nurtured to ensure the highest professional quality and diversity of service for the benefit of our clients."

This unique, relationship-based approach provides access to talented professionals with rich backgrounds and distinct experiences – all through VRH – at a fee structure that lacks the extensive overhead often experienced from a traditional consulting resource.

"It is designed to be 'one-stop shopping' with an expanded array

of human resource and business consulting support. Members of our virtual staff remain independent professionals who have agreed to come together under the VRH organizational 'umbrella' for the specific purpose of delivering on your highest level of service expectations."

"The relationship that already exists with VRH extends through to our virtual staff members. Since we have never promulgated a 'cookie-cutter' approach to client issues, you can continue to count on the same personalized service you've come to expect from VRH."

Dehlinger continues, "From our client's perspective, everything is coordinated through VRH so there are no new suppliers or administrative procedures to deal with. Plus, being virtual, you will not have to shoulder administrative expenses or overhead often built into typical fee structures. You will have access to a wider array of expertise without the associated costs – pay for the expertise, not the overhead!"

"I feel very strongly that our virtual staff network is a win-win-win – a broader range of VRH caliber human resources and business consulting services provided and managed through our strong, professional relationships, without exorbitant fees," concludes Dehlinger.

High quality 'one-stop' services at reasonable rates – now that's what VRH calls virtual!

VRH Virtual Staff at Your Service

Helping organizations evaluate, hire, develop, and retain exceptional talent is VRH's primary goal. To achieve this goal, the services offered focus on customized individual assessments that address the human resource challenges of selection, development and career planning. Such expertise has laid the foundation for client relationships that have spanned decades.

Now, VRH is incorporating expertise and experiences of its virtual staff network to give you more resources and support services to draw from – simply and efficiently.

It is time to introduce you to the services available through VRH's virtual staff. Contact us to discuss how these diverse capabilities could align with your business needs.

On-line Selection System Design

Spencer Stang, Ph.D.

Stang's area of expertise is with **custom selection system design**, often paired with **customized on-line pre-application or screening**.

Custom designed selection systems can be built using tangible and realistic tests that are position/content valid. Interview questions are built around real work-related elements that put candidates in actual situations encountered on the job. These no-compromise systems offer increased selection effectiveness, better validity and legal defensibility.

An on-line 'pre-application' or screening process (referred to as PreApp) provides the client with a rank-order, ready to interview, pre-screened list of qualified candidates obtained via a legally defensible process and technology. This results in identifying better people faster, without the usual 'search' hassles. It represents an unbiased approach to hiring. Potential applicants can access the client's 'PreApp' via a computer 24/7.

Stang has been working on 'building a better mousetrap' by applying on-line technology to screening and selection processes even before graduating with his Ph.D. in industrial and organizational psychology in 1999. He joined the VRH staff upon graduation (perhaps you had a chance to work with him) and, after a year, went on to establish a business based on the research and processes he had started developing during the pursuit of his doctorate. Stang maintains an on-going working relationship with VRH.



Personnel Selection and Performance Appraisal Systems; Human Factors/Ergonomics in Industrial Safety

Stephen Guastello, Ph.D.

An avid student of industrial/organizational psychology and human factors (ergonomics) engineering, Guastello cites **personnel selection and performance appraisal system development**, and **human factors/ergonomics in industrial safety** as specializations.

Providing organizations with the justification for selection tests and tools helps answer the question, 'What is our selection system doing to affect the quality of our workforce?' Statistical studies help organizations choose between the myriad of test and tool options that will optimally work for them.

Developing performance appraisal systems (or improving on an existing system) addresses a need for many businesses that currently have nothing in place for their rank and file workers.

Human factors/ergonomics is the study of people-machine interaction of which accident analysis and prevention is a significant part. Efforts are intended to aid companies that are experiencing unacceptable accident rates and are looking for a systematic approach to reducing accidents.

Guastello's 'day job' is in academia – he is an associate professor of psychology at Marquette University, a position he has held since 1983. He also is an internationally recognized expert and broadly published author/presenter on accident analysis and prevention, group dynamics, and chaos theory.

Dehlinger and Guastello have a common academic history, both being products of the Ph.D. program at Illinois Institute of Technology, and first began working jointly on special client projects in 1999.



Executive Coaching

Hank Sherman, Ph.D.

Executive coaching dominates much of Sherman's professional time. It is all about improving individual skills and performance on the job – developing leadership skills, facilitating group cohesiveness, reducing or resolving conflicts, improving communications, and finding balance in life.

When working with an executive, the focus is on those interpersonal or psychological issues that are most difficult or challenging to overcome, hopefully making him/her a better leader and greatly enhancing their creativity in the process.

Sherman, a clinical psychologist and business professional since 1974, specializes in health psychology and stress management.

Sherman and Dehlinger formed a relationship five years ago while both were attending an executive coaching workshop. Their relationship has evolved over time to include joint coaching and organizational development projects.



Succession Planning and Leadership Development

Wendy Kamerling

Companies spend considerable time developing business strategies that chart organizational growth, profitability and sustainability. However, similar planning to ensure the availability of future leaders who can execute that strategy is often overlooked. **Succession planning** promotes the viability and future profitability of the organization by ensuring that future leaders have been identified, groomed, and prepared to successfully implement the long term business strategy.

Leadership development goes hand in hand with effective succession planning. Often the future leaders have performance or experience gaps. A well thought out leadership development process helps future leaders improve their overall performance, expand their cross-functional knowledge, strengthen leadership skills and generally accelerate their professional growth. The individual and organization benefit from such effort.

Kamerling considers herself a generalist and is well versed in the various functional duties of HR. However, it is **succession planning** and **leadership development** as a component of business strategy formulation that has occupied her professional interests in recent years.

Her professional experience was acquired during the 20 years she spent at Johnson Controls where she rose to a global role as vice-president of HR for the Battery Group. She successfully transitioned to independent consulting in mid-2004.

Dehlinger has known Kamerling since the late '80s (during his tenure at Johnson Controls), where they worked together on a variety of employee selection and development initiatives. They have recently re-energized their relationship in this virtual staff capacity.



Recruiting and Selection; Employee Relations

Salvatore (Ted) Ferrara

Recruiting and selection and **employee relations**, within a manufacturing environment in particular, are Ferrara's areas of expertise. It takes a great deal of experience and resourcefulness to be effective with recruiting and selection – knowing where to find qualified people and selecting the best among the available candidates.

The area of employee relations offers an opportunity for creating harmony in an organization. It delves into the social aspects, like team building, governing policies, handbooks, training, and the special employee programs, such as designing educational initiatives.

An avowed generalist, Ferrara has extensive hands-on experience in safety, benefits, compensation, HR administration, human resource development, and employment law compliance. He has worked his entire career in HR. Ferrara worked in support and managerial HR positions for a number of southeastern Wisconsin businesses before launching his own consulting firm three years ago.

Whether as a client or colleague, he has maintained a long term business relationship with VRH.



Now that you have had a chance to preview the rich experiences and expertise offered by our virtual staff, we hope that you are as enthused about the 'one-stop' service possibilities as we are.

More services made simpler – that is VRH for you!



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