

FAHROgram

FLORIDA ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS

July / August 2011

President's Message

ED Forum Yields Plan for Effective Federal Advocacy



William Russell

For those of you who missed it, the FAHRO Executive Directors' Forum was a great event in May. We had some very informative sessions, a thorough discussion of legal matters with the venerable Ric Gilmore, broad ranging, privileged

ED discussions, a briefing from the HUD field office directors and good updates and discussions with our state and federal representatives, among other topics and presentations.

In fact, out of the federal discussion came a consensus to organize an effort for FAHRO members to visit their members of Congress during a specific week in August to 1) discuss how HUD's proposal to offset \$1 billion will specifically affect your hous-

ing authority and things you had planned to do with those funds, and 2) advocate for a statutory fix to the problem of PHAs actually cutting checks each month to "negative renters" to live in public housing or Section 8. While Congress established a "minimum rent" in 1998 of up to \$50 for both public housing and Section 8, by the time we apply a utility allowance, we are paying people to be on our programs—something I doubt many taxpayers or members of Congress could support during these days of staggering deficits and painful budget cuts. FAHRO members at the ED Forum agreed it will be much more effective to focus on only one funding issue (the Operating Fund offset proposal) and one legislative fix/reform (doing away with negative renters). So we

See **PRESIDENT'S MESSAGE** on page 3

State Legislative Affairs

Apply Now! Weatherization Program Funds Still Available

by Richard Pinsky, FAHRO State Affairs Consultant

There has been a great deal of confusion regarding access to the state's Weatherization Program, which originated from a federal Department of Energy grant more than 18 months ago.

This status update includes important information for public housing authorities that want to apply for this grant funding.

The Division of Housing and Community Development of the Department of Community Affairs is the designated point of contact for all monitoring and execution of the program. Questions regarding eligibility and guidelines can be found on the division's website:

www.FloridaCommunityDevelopment.org/wap/index.cfm

See **WEATHERIZATION** on page 11

Calendar

July 29-31, 2011
NAHRO Summer Conference
Louisville Marriott Downtown
Louisville, Ky.

August 16-19, 2011
FAHRO Annual Convention and Trade Show*
Walt Disney Beach & Yacht Club
Orlando, Fla.

September 11-13, 2011
PHADA Legislative Conference
Hyatt Regency Washington
Washington, D.C.

October 23-25, 2011
NAHRO National Conference
America's Center
St. Louis, Mo.

January 16-20, 2012
HCV Specialist Training*
Nan McKay & Associates
Housing Authority of the City of Fort Myers
Fort Myers, Fla.

*Online registration for FAHRO events available at www.FAHRO.org

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Internal Circulation

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Member Feedback

- Congratulations to Ann Deibert, CEO of Broward County Housing Authority, for being named a *Florida Trend* "Must-Know Floridian."
- Congratulations to former Hialeah Housing Authority commissioner Jose Oliva for winning the vacant seat in the May 2011 Florida House (District 110) special election.
- FAHRO offers its condolences to Catherine Reddick, executive director of the Bartow Housing Authority, on the recent death of her son, Reginal.
- Congratulations to Larry Shoeman, executive director, Avon Park Housing Authority, on the opening of North Central Heights, a rental community for low to moderate income working families. NewsSun.com recently reported on the positive impact of the development in Avon Park (<http://www.newssun.com/news/052911-N-Central-Heights>).
- The housing community recently lost human-rights activist and pioneer condo developer Leonard Turkel to cancer. He was chairman of the Housing Author-



ity of Miami Beach's board of directors. FAHRO extends its sympathy to Mr. Turkel's family, friends and colleagues.

- Congratulations to the Broward County Housing Authority and the Housing Authority of the City of Tampa for being awarded funding for vouchers through the HUD Family Unification Program.
- FAHRO offers its condolences to the friends and family of Manny Bollar, facilities management specialist, Miami HUD Office, who passed away recently.

If you would like to contribute to Sounding Off, please send your comments to Susan Trainor, FAHROgram editor, by email, editort@ctf.nu, or by fax, 850/878-7760. 🌿

PRESIDENT'S MESSAGE continued from page 1

agreed to seek a change to the statute on minimum rents to allow for a minimum rent of \$50, regardless of a utility allowance. You will see more on this shortly as we prepare to coordinate congressional district office visits.

Speaking of budget cutting, it seems we are in a difficult funding climate that likely won't get better and could certainly get worse over the next few years. As a result, we must really hunker down and do even more with less. (Haven't we heard that before?!) One of the things Joe Schiff recommended at the PHADA conference in New Orleans was evaluating the benefit packages we offer our employees. As you have seen in the paper/news lately, many state and local governments can no longer afford their defined benefit (pension) plans, and more and more are switching, at least for newer employees, to a defined contribution plan (401k, 457, etc.) or as in Florida, are requiring employees to start contributing to their plans. Of course the public sector is about 20 years behind the private sector, which did away with pension plans and went to 401k plans where the employer matches the employee's retirement savings contributions. With health care premiums rising every year, often in the double-digits, it is difficult for PHAs to continue to afford providing the same level of benefits to employees with less and less subsidy and HCV admin fees coming our way. This will obviously have to be an agency-by-agency decision and won't be popular with staff, but it may be unavoidable.

Even in the midst of funding cuts, it is still important to stay abreast of changes in HUD rules (PHAS) and to learn ways to navigate through cuts to our programs, in addition to networking and learning tips from each other, finding out about the latest products and services from the vendors at the large trade show and getting updated on our industry-leading advocacy efforts. Therefore, don't forget to register for this year's Annual Convention and Trade Show, which will be at the Walt Disney Beach & Yacht Club, August 16-18. We will once again offer three tracks of professional development: HCV, PHA and commissioners. The Disney Yacht Club is an amazing, unique venue, and registrants not only will benefit from a great conference filled with helpful, insightful programming, but also will enjoy accommodations and amenities you won't want to miss.

See you all in August in Orlando! 🌿

NAHRO Comments on PHA Compensation Notice, Requests Info on HUD Salaries

On June 27, NAHRO submitted formal comments in response to HUD's proposal to require all PHAs to report the salary and compensation packages of their top five paid employees. NAHRO's letter addresses an Apr. 26, 2011, notice regarding the proposed information collection issued by HUD in conformance with Office of Management and Budget policy. In related news, NAHRO has submitted a Freedom of Information Act request for information relating to the compensation packages of HUD's highest paid officials.

In her recent testimony before the House Appropriations THUD Subcommittee, Assistant Secretary Sandra Henriquez presented HUD's plans to require every PHA in the country to report to HUD the compensation packages of their top five paid personnel. The department will amend the Annual Contributions Contract with all PHAs to require this reporting and will begin posting this information on its website.

Through the April 26 notice, the department appeared to offer three justifications for the information collection. First, HUD referenced existing law requiring nonprofit organizations receiving federal tax exemptions to report to the Internal Revenue Service annually the names and compensation of their five current highest compensated employees and implied that PHAs should be subjected to the same requirements since they "receive

significant direct Federal funds." Second, the department argued the information collection will promote "public transparency." Third, the department asserted the information collection will "enhance oversight by HUD and by state and local authorities."

NAHRO's response refutes each of these justifications, arguing the proposal is overreaching and simply unnecessary.

The proposed information collection would single out PHAs and subject them to a level of scrutiny not shared by the many other agency types that receive "significant direct Federal funds." NAHRO notes that HUD often distinguishes PHAs from nonprofits for purposes of eligibility and access to housing and community development programs. Furthermore, as state-chartered organizations, PHAs should not be subjected to overreaching federal intrusion with respect to internal matters. The justification that collection is appropriate because the IRS requires certain nonprofit entities to submit this information is irrelevant.

NAHRO's letter also notes that PHAs are already subjected to transparency requirements equal to those of other entities. PHA instrumentalities and affiliates incorporated as nonprofits are subjected to IRS requirements. In addition, PHAs are already covered by the Federal Funding Accountability and Transparency Act passed by Congress in 2006. The Transparency Act requires



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compensation disclosure from any entity for which in the previous fiscal year, federal funds made up 80 percent or more of its annual gross revenues, totaling \$25 million or more.

The letter also notes, given the organizational and governance structures of PHAs, the proposed information collection would do little to promote transparency around the use of federal subsidy. In fact, by creating a database of salary information that divorces the data from its context, NAHRO argues that HUD would increase the potential for exploitation and misinterpretation, running entirely counter to HUD's justification of transparency. NAHRO strongly believes compensation data can only be understood as part of a bigger picture, which includes such factors as the size and geography of the PHA, the job market in which the PHAs is located, the responsibilities included in each position, the seniority and experience level of the employee, etc.

NAHRO also notes that PHA executive compensation is paid only in part through federal subsidy and that locally generated revenues are often used to supplement federal dollars. Clearly, imposing a reporting requirement on the usage of these local funds would do little to improve transparency on the use of federal funds. Furthermore, many states have already deliberated on this issue, implementing a range of requirements under state structures such as Freedom of Information Acts, Open Records laws, etc.

Last, the proposed information collection will do nothing to enhance oversight by HUD since the federal government is not empowered to set PHA executive compensation. NAHRO's letter


points out that the proposed information collection is not germane to the operation or implementation of HUD's programs.

Many NAHRO members have communicated their disappointment that the department is poised to subject PHA employees to an unreasonable degree of public scrutiny while highly compensated HUD officials and career employees, all of whom receive 100 percent of their salaries through taxpayer dollars, have not been asked to sacrifice similarly any measure of their own privacy in the name of transparency and accountability. To that end, NAHRO has submitted a Freedom of Information Act request for the names, titles and compensation packages of the top five paid personnel in every HUD field office, as well as the names, titles and compensation packages of every HUD employee (including political appointees) whose annual compensation (exclusive of benefits) exceeds \$100,000. When the information is received, NAHRO will make it publicly available through a dedicated website.

To read NAHRO's comment letter, go to www.nahro.org/nahro-comments-pha-employee-compensation-reporting.

Please direct questions or comments to Jeff Falcusan, NAHRO's director of policy and program development.

Source: *NAHRO Monitor*

(Editor's note: FAHRO associate member Ric Gilmore of Saxon, Gilmore, Carraway & Gibbons PA reminds readers that salaries of all employees at a housing authority in Florida, being a public agency, are available upon request pursuant to a public records request.) 

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Schedule of Events

Tuesday, August 16

- 4 p.m. - 7:30 p.m. Registration Desk Open
- 5:30 p.m. - 7:30 p.m. Exhibits Open During Meals and Breaks
- 5:30 p.m. - 7:30 p.m. FAHRO Welcome Reception

Wednesday, August 17

- 8 a.m. - 4 p.m. Registration Desk Open
- 8 a.m. - 7:30 p.m. Exhibits Open During Meals and Breaks
- 8 a.m. - 9 a.m. Networking Continental Breakfast in Exhibit Hall
- 9 a.m. - 11 a.m. Opening General Session
- 11:15 a.m. - 12:15 p.m. **General Session: Fathoming the Knots - Nuances of the PHAS Interim Rule**
- 12:30 p.m. - 1:30 p.m. Networking Lunch in the Exhibit Hall
Featuring the start of our regional voting for submittals to NAHRO's "What Home Means to Me" Poster Contest
- 1:45 p.m. - 3 p.m. **State & Federal Affairs Update and Discussion**
Join us as we discuss the achievements of our state and federal affairs programs, and plan the goals and objectives for the year to come.
- 3:15 p.m. - 3:45 p.m. Networking Afternoon Break in the Exhibit Hall
- 4 p.m. - 5:30 p.m. Annual Business Meeting
- 5:30 p.m. - 7:30 p.m. FAHRO Legislative Appreciation Reception in the Exhibit Hall

Thursday, August 18

- 8 a.m. - 4 p.m. Registration Desk Open
- 8 a.m. - 7:30 p.m. Exhibits Open During Meals and Breaks
- 8 a.m. - 9 a.m. Networking Continental Breakfast in Exhibit Hall
Featuring the first ever UNCF/Deborah L. Vincent Charity Breakfast Bingo
- 9 a.m. - 10:15 a.m. **Finances - Part I (Commissioner Session)**
Earn credit toward your FAHRO Commissioners' Certification in this session on Federal Funding, Financial Statements, Audits and Budgeting.
- 9 a.m. - 10:15 a.m. **Staying Afloat: Avoiding HAP and Administration Fee Shortfalls - Part I (HCV Session)**
In the volatile world of federal budget belt-tightening, the threat of significant cuts to housing assistance payments and admin fees for the housing choice voucher programs will very likely become a reality. In this session, we will explore concepts you can prepare and implement to ensure your program doesn't capsize.
- 9 a.m. - 10:15 a.m. **REAC: "Really Easy; Application Complex" (PHA Session)**
REAC continues to be an issue for all public housing agencies. Join us as we discuss the application and inspection process to simplify your REAC process.
- 10:30 a.m. - 12 noon **Finances - Part II (Commissioner Session)**
- 10:30 a.m. - 12 noon **Staying Afloat: Avoiding HAP and Administration Fee Shortfalls - Part II (HCV Session)**
- 10:30 a.m. - 12 noon **Charting the Waters in Low Tide: Maintaining Quality Operations With Funding Shortages Roundtable (PHA Session)**
With the imminent budget cuts, agencies are forced to make tough decisions. Join together with fellow PHA executives and discuss your strategies for maintaining your agency with less funding.
- 12 noon - 1 p.m. Networking Lunch in the Exhibit Hall
- 1 p.m. - 2:30 p.m. **Commissioner Certification Program: HUD Inspector General Overview and Things to Avoid (Commissioner Session)**
Earn credit toward your FAHRO Commissioners' Certification in this session on the HUD Inspector General: Overview and Things to Avoid.
- 1 p.m. - 2:30 p.m. **Watching Out for the Undercurrent: PIC's Growing Impact on Your Agency (HCV Session)**
Not to be PICKy or anything, but as funding determinations are made in Washington, HUD will have a good deal of leniency in determining how to allocate available funds. However, one thing is certain—they will rely on this data and you will benefit from its accuracy—so don't miss the boat!

FAHRO

Charting a Course for Our Future



1 p.m. - 2:30 p.m.

Tending the Anchor: Strategies to Manage Residents' Ability to Age in Place (PHA Session)

We're all getting older. As we do, studies have shown we are healthier and less costly to care for the longer we are able to "age in place." We all have elderly tenants, and this session will help us accomplish the goal of serving those tenants in a manner that is mindful of our limited resources.

2:30 p.m. - 3 p.m.

Networking Afternoon Break in the Exhibit Hall

3 p.m. - 4:30 p.m.

Exhibitors Move-Out and Decorator Breakdown

3 p.m. - 4:30 p.m.

HUD: Its Role and Program Fundamentals (Commissioner Session)

Earn credit toward your FAHRO Commissioners' Certification during this session and learn the importance of HUD and how it interacts with your agency.

3 p.m. - 4:30 p.m.

Using the Ship's Scuppers: HCV Portability (HCV Session)

The portability of HCV vouchers is an issue all agencies face. Gather with other agencies to discuss different ways to handle voucher portability.

3 p.m. - 4:30 p.m.

Trimming the Sails: PHA Policy Exchange and Discussion Roundtable (PHA Session)

Code of conduct, pest control, dress code ... Learn how other agencies handle issues that arise in public housing agencies.

4:30 p.m. - 5:30 p.m.

Executive Director Contracts Roundtable

7 p.m. - 10:30 p.m.

FAHRO Annual Celebration Cocktail Party & Banquet

Friday, August 19

7:30 a.m. - 11:30 a.m.

Annual FAHRO Charity Golf Tournament at ChampionsGate Golf Club
Registration and Mulligans Available at Registration Desk



Hotel Information

A special participant rate of \$129 per night is available at the Walt Disney World Yacht Club Resort, where the convention will be held. Reservations can be made by visiting www.FAHRO.org/AC or by calling 407/939-4686 and selecting "Option One." Once a reservationist picks up, mention you are with the "FAHRO Convention." In addition to the Yacht Club Resort, President Russell has made arrangements for a limited number of off-site rooms to be made available at the Disney Caribbean Beach Resort for \$99 a night. These rooms are available on a first-come, first-served basis. All reservations need to be made prior to July 29, 2011, to ensure availability of FAHRO's negotiated rate.

FAHRO

Charting a Course for Our Future



FAHRO Annual Convention & Trade Show Registration Form



Use one form for up to six registrants from the same company.
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#4	\$349	\$429	\$79	\$99	+ \$20	+ \$50	\$ _____
#5	\$349	\$429	\$79	\$99	+ \$20	+ \$50	\$ _____
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HACFM Hosts Second Annual Recognition Award Banquet *Residents Who Dared to Shine: 'The Diamond Collection'*

The Housing Authority of the City of Fort Myers held its Second Annual Recognition Award Banquet on Feb. 26, 2011. The HACFM's mission has a two-fold focus: to provide affordable housing for low, very low and moderate income families and to incorporate family self-sufficiency as a main component for transitioning families from welfare to work.

HACFM recognized 25 individuals who have worked hard to become self-sufficient by furthering their own socio-economic advancement and who no longer require public assistance. The exceptional 25 residents have beaten the odds and have overcome adversities. Also, the 25 residents were showcased as role models to other high-risk families who are striving to better their lives. It takes very determined and focused individuals to change a family legacy of dependence on public assistance. Therefore, it is important to highlight the accomplishments and successes of these individuals so others faced with similar circumstances will be inspired and encouraged to follow in their footsteps. 🌿



HACFM honors residents who no longer require public assistance.

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F.S. 421 Protects FAHRO Member From Unwarranted Charges

Claudette Cromartie is a trailblazer who believes in thinking outside of the box to provide quality services for the residents of the Tallahassee Housing Authority. Unfortunately,



Claudette Cromartie and Corey Mathews

her efforts to be inventive resulted in an unwarranted felony charge for “brokering without a license.” Claudette’s story is a painful one of seeing her good name defamed until sensibility ruled, the charges were dropped and the record was expunged. We are telling it here because it has a silver lining for all of Florida’s housing authorities.

Claudette was providing property management services through her nonprofit affiliate organization, Tallahassee Housing Professionals (THP), as a means of raising capital for the Tallahassee Housing Author-

ity (THA). Other housing authorities in the state work with private landlords as well, but they have always “played it safe” and employed a licensed real estate broker to provide their property management services.

Claudette was working under the assumption that Florida Statute Sections 421.08(8)(a) and 475.011 would exempt her from violation of 475.4218 F.S. (real estate license requirement for property management). Last December, she received a complaint from the Department of Business and Professional Regulation. She responded by talking with the investigator and supplying him with a copy of 421 F.S. He said he would look at the materials and get back with her, but for some reason, normal processes broke down.

Claudette never heard back from the DBPR investigator. As a safeguard, she stopped THP’s involvement in property management after giving the property owners 30 days’ notice so they could find a new property management firm. Later she learned of a warrant for her arrest, three weeks after the warrant had been issued. She heard about it when her brother was pulled over during a routine traffic stop in a car that was titled partly in her name. She quickly turned herself in and posted bond.

See IN THE NEWS on page 11



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www.cornwell-assoc.com

Eventually the errors of the charges came to light and DBPR closed its case on the grounds there was no probable cause for the charges. It was found that Claudette was acting as an employee of THA and that she and other THP compensated employees did not receive any additional compensation above board-approved salaries to manage the private properties. She was performing in her official capacity as the director of the THP affiliate and working at the direction of her board of directors. Florida Statute 421 held up to the test and protected her. Since the incident, Claudette has held a press conference to clear her good name.

The DBPR investigator who pursued this case did not follow departmental protocols and was terminated by the department. Generally the DBPR issues a "cease and desist" order or an administrative fine up to \$1,000 prior to making a legal charge for brokering/real estate activities without a license. The issuance of a warrant was a highly unusual response to the complaint, and as a follow-up, Claudette is pursuing legal action for defamation of her character.

While FAHRO worked with the Legislature to enact the laws that ultimately protected Claudette, and her story stands as a reminder to go out there and innovate, always make sure you consult with your legal professionals (which Claudette did) to ensure you are properly sheltered. Subtle nuances like making results commissionable may alter one's ability to be sheltered. 🌿



Richard Pinsky

For specific questions, you can also contact the program's manager, Norm Gempel, at 850/488-7541 or Norm.Gempel@dca.state.fl.us.

The program was divided into single family and multifamily recipients. Approximately seven or eight months ago, the Department of Community Affairs launched the \$34 million multifamily portion of the program. Unfortunately, despite FAHRO's request that public housing authorities be allowed to apply directly to the department, the Division of Housing and Community Development instead approved six counties and 18 not-for-profits as grantors of any and all weatherization project applications.

If your PHA has a need and would like to take advantage of any grant funding, you must contact the entity responsible for your geographic area to make application. You can find out which entity serves your area by going to:

www.FloridaCommunityDevelopment.org/wap/files/WAPContactInformationMap.pdf

There are approximately 10 months left in the program. If you have not yet done so, the Division of Housing and Community Development encourages you to make application as soon as possible.

If you run into a roadblock, Mr. Gempel is ready and willing to help you resolve any issues you may have. 🌿



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Golfing for Dollars at the SERC-NAHRO Conference

The bragging rights went to West Virginia in this year's SERC Charity Golf Tournament, held June 20 at the world famous Blue Monster golf course at the Doral Golf Resort & Spa in Miami, Fla. The winning team received \$200, which the players immediately donated back to the scholarship fund. The UNCF/Deborah L. Vincent Scholarship fund receives a portion of the funds raised by this tournament each year.

Players representing Florida included FAHRO President Bill Russell, Charles Sansbury (husband of FAHRO Past President Gail Sansbury), Tom Brewster (husband of FAHRO Vice President/Secretary Pamela Brewster) and Richard Pinsky, FAHRO state affairs consultant.

The SERC Charity Golf Tournament was a great day for golf and an even greater day for the students who will benefit from the scholarships this tournament will help fund.

The golf tournament was held in conjunction with the 2011 SERC-NAHRO Annual Conference. FAHRO Vice President/Treasurer Miguell Del Campillo welcomed everyone to Miami, FAHRO President Bill Russell made comments on behalf of our state and the Rebecca Towers Artists Group from Miami Beach Housing Authority provided entertainment, including a solo by Ana Rabelo, who sang the National Anthem. The Artists Group was founded in 1999 by residents in the Towers seeking to provide "art with love for the community." Over 10 years ago, this talented group of musicians established the monthly variety show "Wednesdays to Remember," using a sound system donated by Gloria Estefan. 🌸



Miguell Del Campillo welcomes everyone to Miami as Charlie Harrington, moderator, and John Nolan, president of SERC, look on.



Bill Russell makes comments on behalf of FAHRO at the SERC-NAHRO annual meeting.



Florida team members Tom Brewster, Richard Pinsky and Charles Sansbury "play for dollars" in the SERC Charity Golf Tournament.



Pam Brewster of DeFuniak Springs Housing Authority with the Florida state flag



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Too Stressed? Don't Ignore It.

by Corey G. Mathews, CAE



Stress is a part of life. In fact, without it, we probably would be pretty unproductive. We all know that we operate better, faster, more innovatively and more effectively on a deadline or under pressure. Still, there is a point where there can be too much stress, and the effects can be devastating.

In the current economic climate and with the impending busy season of summer ahead of us, it is too easy to drift from crisis to crisis, never allowing our bodies to adjust and recover. The results to both yourself and your business can be devastating. After all, despite all of the benefits of stress listed above, they


all can be reversed—and much worse—if stress isn't properly managed. On a personal level, prolonged stress has been linked to headaches, upset stomach, back pain, sleeplessness, depression and other health problems.

So, like most things in life, moderation is the key. Here are some healthful stress management tips that will get you through:

1) Relax your mind - Take some time to do a mini-vacation, even if it's simply relaxing around the house or working on a hobby you enjoy. Consider writing down some of your problems or concerns. You may also want to talk to a family member or a counselor to "get it off your chest." Other good suggestions include medita-

tion or playing with children or pets.

2) Relax your body - You'll find this one shocking—exercise. This could be working out, running or playing a sport. Personally, I have always found a lot of value in yoga as a method of balancing both the mind and body while I know others who find this through tai chi. Other ways include breathing exercises and progressive muscle relaxation, which can be surprisingly effective.

Whatever you do, just make sure you take periodic stock of yourself and what you need to be doing to manage your stress and get through the hard times. After all, your family, friends, coworkers, employees and, yes, even your association are depending on you! 

Need a Vacation?

When was the last time you took a vacation? Did you know that Americans are allotted less vacation time than workers in any other nation, yet 48 percent of Americans do not use all of their earned vacation time each year? You might want to reconsider putting off that family vacation this summer after you take a closer look at the causes and consequences of vacation deprivation as well as the simple solutions to this problem and the great benefits of taking time off.

CAUSES

- 1. Accelerated Lifestyle:** Everything comes in so rapidly that we often feel overwhelmed. You are already behind in your work, and you fear if you take time off, you will never catch up.
- 2. Money Factors:** Given the chance to work on a holiday for extra money, many choose the money; or they prefer a payout at the end of the year for unused days.
- 3. Addiction to Multitasking:** Our accelerated lifestyle leads to nonstop multitasking, and we are also addicted to email and cell phones. We actually feel withdrawal when these are taken away.
- 4. "Nobody Can Do My Job":** You think you are too busy to stop and show others how to do something, yet if you took the time, it could lessen your workload.
- 5. "I Might Be Replaced":** You think that if the company finds out someone else can do your job, then it will not need you.
- 6. Corporate Culture:** You feel as if the manager or the boss frowns on taking time off and that using all available time will show you are not committed to your job.

CONSEQUENCES

- 1. Higher Stress Levels:** Feeling overworked leads to increased levels of stress, which can then cause chronic depression, disrupted sleep and poor health.
- 2. Less Productivity:** You are speeding through each day, multitasking nonstop, yet getting less and less done.


- 3. Captive Companies:** A business can be considered "held captive" when there is only one employee who knows how to handle certain work. In an emergency, there is no alternative available.
- 4. Mismanagement:** If someone refuses to take time off, that can be a danger sign, especially in a financial area. Make sure all work is reviewed periodically by another set of eyes.
- 5. Mini-Vacations:** It can take two or three days to unwind, so if you only use three-day weekends and take half-days here and there, you may never get to relax completely.

SOLUTIONS

- 1. Create Systems:** Have a process for all of your work areas. It will give you a feeling of control and a procedure you can easily explain to someone else who may have to cover for you.
- 2. Be Aware of Stress:** As a boss or a manager, recognize warning signs and require that earned time be taken.
- 3. Have Written Procedures:** For every position, there should be an outline of needed steps so that the company does not suffer long term from the absence of a key employee.

RESULTS OF TAKING TIME OFF

1. Lower Stress Levels
2. New Perspectives
3. Renewed Energy
4. Increased Productivity

Taking time off should be treated as a necessity in each year rather than as an inconvenience. In addition to positive benefits for employees, it allows management to see where changes need to be made and improved processes put in place. You can count that as a "win-win" situation for all. 

Article provided by Key Organization Systems (Productivity@KeyOrganization.com)

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