

2009 Annual
Sponsor



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2009 VIRGINIA SHRM
STATE CONFERENCE

October 4-6, 2009 Virginia Beach
<http://virginiahrmstateconference.com/>

Registration Fees: by August 1 \$450.00 | Students \$100.00

Be sure to note Dulles SHRM as your Home Chapter!!

Sessions have been submitted to HRCI for Global, Strategic and General Credits, with a possible 17.25 credits awarded if you also attend a pre-conference workshop.

Sponsorships are available | Exhibitor space is available

Spotlight on Dulles SHRM Member and Mentoring Program Alumna: Nidhi Kanungo, PHR

This month we're highlighting Nidhi Kanungo - 2009 Mentoring Program alumna. Nidhi is an HR Generalist Sage Payment Solutions.

What expectations did you have when you joined the mentoring program? I joined the program to redefine my career goals and strategize on how to best achieve those goals.

How did you benefit from participation in the mentoring program? Mentoring is a unique relationship that takes participants out of their day-to-day activities and challenges them to learn more about themselves and their career path. The program inspired me to take more initiative and strategically manage risk.

Tell me about your experience with your peer mentor. It was a good experience. Peer mentoring gave me unique insights; through facilitated discussions with fellow HR professionals I gained a better understanding of how to handle tough issues.

Do you find the listserv/email distribution list valuable for sharing knowledge, resources, and job opportunities? It's a very valuable resource!

What did you find most valuable about the coaching experience? It helped me to identify my strengths, weaknesses, and life purpose. The various coaching tools like "Rule of 10" and "Results Game Plan" have been valuable in teaching me how to approach various situations.

Was this program beneficial to you in clarifying and making progress towards your career goals? The program helped me to clarify my career goals. I am considering enrolling in a Masters program in Organizational Development as well as working towards building my skills in Compensation & Benefits.

Would you recommend the program to others? Yes, this is an outstanding program and is a "must do" for HR professionals. The mentoring committee has put significant thought and effort in planning this program, it's like a mini Executive MBA program!

For more information on the Mentoring Program, please contact Mary Kitson at mkitson@mitre.org

August 2009 GOLD
Sponsor



Founded in 1990, family-owned and operated, Reston Limousine and Travel Service Inc. is among the 10 largest shuttle bus fleets in the country and is metropolitan Washington's largest provider of luxury transportation. With a 130-vehicle fleet, the award-winning Reston Limousine serves the metropolitan area from its locations in the Dulles corridor of Northern Virginia and Capitol Heights, MD.

Reston Limousine offers a number of special excursions and packages—trips and destinations to suit the diverse interests of its clientele. Among its most popular packages are the Wine Country Tours, which offer a turn-key day in the scenic countryside of Loudoun and Fauquier Counties to enjoy the special attractions the area's wineries provide.

Offering high-quality transportation, experience, and a proven record for safety and service, Reston Limousine is known for a proud legacy of community involvement and philanthropic support. The company annually supports charitable efforts, and is frequently recognized locally and nationally for its good works.

Despite the astonishing success of her business, owner Kristina Bouweiri continues to focus on the importance of treating customers well and providing quality service. Her two mottoes continue to apply: "Everyone's a customer!" and "Never say no!"

www.RestonLimo.com
800 546-6141

August Chapter Meeting

Training & Development

Wednesday, August 19, 2009 (Dinner Meeting)

Presented by *Dr. Robert Templin*, President
Northern Virginia Community College (NOVA)

The economy is down, but not for long. Now is the time for our businesses to position themselves for a significant economic upswing, when high-skill, tech-savvy workers will be more in demand than ever.

- What can HR professionals do now to prepare for the coming economic upswing?
- What are the challenges HR professionals will have to deal with when the economy improves?
- Lessons from the past. How can we learn from past business upswings?

During the last economic expansion, we imported our workers from outside the region while leaving too many of our own residents and existing employees lingering on the periphery. During the next expansion, we must take the initiative, anticipate changes before they occur, and then use these changes to create new economic opportunities for our businesses, our existing employees and the community.

What should our companies be doing now that will help our businesses and employees soar when the economy rises again?



This program has been submitted for recertification credit through the HR Certification Institute. For more information, visit www.hrci.org.

About: *Dr. Robert Templin*

Bob Templin has been the president of Northern Virginia Community College (NOVA) since 2002. NOVA is Virginia's largest institution of higher education and one of the nation's largest community colleges, currently enrolling more than 67,000 students annually at its six campuses. Under Templin's leadership the college has increased its enrollment by nearly 5,000 students, expanded its revenues by more than \$65 million annually, opened new centers in Reston and Ballston, and began ten major capital projects totaling over 600,000 square feet of classroom and laboratory space. Over the last five years Templin has led an alliance of business, education, healthcare, technology, and community leaders in creating a comprehensive strategy to double the region's output of registered nurses and allied health professionals by 2009.

Templin came to NOVA from the Morino Institute where he served as a senior fellow and helped in the development and launch of Venture Philanthropy Partners, a \$35 million philanthropic fund targeting youth-serving organizations in low-income communities in the Washington metro area. Between 1994 and 1999, Templin served as the president of Virginia's Center for Innovative Technology, an organization that enhances Virginia's economic competitiveness through technology-based economic development. During Templin's tenure, the Center was credited with helping to create or retain over 12,000 high-tech jobs, and attracting or creating more than 225 technology-based companies.

SHRM Foundation Update

Are you a SHRM member pursuing a college degree (HR, business, psychology, MBA, etc.) or professional certification?

If so, the SHRM Foundation Scholarship Program can help! Forty academic scholarships (\$1,375 each) will be awarded--both part-time and full-time students are eligible. Sixty certification scholarships (\$750 each) will be awarded to members pursuing PHR, SPHR, GPHR or CA certification. With generous underwriting from the J.J. Keller Foundation, Inc., the program will award \$100,000 in scholarships in 2009.

The scholarships are allocated equally among the five SHRM geographic regions, which means you are competing only with applicants in your own part of the country. Application deadline: July 15, 2009. For more information, choose "Scholarships and Awards" on the SHRM Foundation website www.shrm.org/foundation.

Cost of Living vs. Cost of Labor: What is the fuss about?

By *Chuck Csizmar CCP*

Why doesn't my Company consider inflation when determining my pay increase?

What this employee is asking is, shouldn't my annual increase percentage at least match the cost of living? And as management is always talking about the company's "pay-for-performance" philosophy, shouldn't my increase be higher than that, given that I'm a good worker?

Have you ever been in a situation where an employee complains to you that their pay increase is no better than the inflation rate? Or worse, that it's lower? As a further aggravation they might ask you how the company can say there's a pay for performance policy when all they do is grant increases that no more than match the inflation rate? Isn't that like treading water, staying in place without moving forward? Is that fair? Where is the reward for good performance? Shouldn't *everybody* receive at least the inflation rate?

The truth of the matter is that it is common practice for companies to only give a side look at inflation (cost of living) when determining their annual increase budget. They do make note of it as a reference point, and to compare against a final decision, but what they're actually focused on are two prime considerations: 1) competitive market survey data that tells them what everyone else is paying for like jobs in their area; and 2) the expense (annual grant and fixed costs) to maintain competitiveness.

Companies routinely promise to pay competitively, and as such will analyze what they consider the marketplace to learn what other companies are paying for jobs (base salaries) and granting for increases. Their so-called "promise" does not include the granting of inflation-proof increases, or even to reflect the cost of living in their analysis. What their intent is, is to pay employees a competitive wage (including increases), and competitively means what others are doing, *not* necessarily what is happening out there in the world of inflation.

If affordability is an issue for any given year, it's likely that maintaining competitiveness will have to suffer.

Is that fair? Well, let's imagine your name is on the company door. How would you plan to spend your money? Likely you would seek to pay the least that you can, while still attracting, motivating and retaining qualified talent for your business. That does not suggest you would lower pay levels, but as the owner you would want to allocate your substantial payroll expense as effectively and efficiently as possible to staff your business with qualified and engaged employees. It would not make good business sense to spend more than you need to, either for bricks & mortar, raw materials or employee compensation.

Consider the market for talent similar to a purchase at a retail store. How frequently would you pay more than the advertised price if your extra money gained you nothing more but the same item? Chances are you would not often take that approach.

Now let's consider the employee perspective. What factors weigh heavily on their minds when considering the potential for pay increases?

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2009 PHR/ SPHR Certification Fall Study Group

Sign Up Now Open

Dates: Mondays, September 14 - - December 7, 2009

Time: 5:45 p.m. – 8:30 p.m.

Where: TeqCorner, 1616 Anderson Road, McLean, Virginia 22102 (Tyson's Corner)

Cost: \$700 for Dulles/ NOVA SHRM members (which include the SHRM Learning System).

Here's what you can expect:

- Study and learn with other HR professionals
- The guidance of a proven and experienced facilitator
- A low-cost, effective, and dynamic 13-week session designed to cover all modules of the 2008 SHRM Learning System
- A pass rate that exceeds 60%, and higher than the national average.

Space is limited to the first 20 individuals who register.

To register or for more information please contact Joseph Gregory, SPHR, Dulles SHRM Certification Representative at 703-999-6530 or jgregory@vipconsulting.com.



Dulles SHRM thanks TeqCorner for providing the meeting space at no cost to our chapter. TeqCorner is located in Tyson's Corner and is designed to provide small businesses; technology companies and, start-up entrepreneurs with a "community office" approach. Website: www.TeqCorner.com

Request for Volunteers in the Community

The **Loudoun Workforce Resource Center** (LWRC) in Leesburg, Virginia is currently looking for qualified volunteers to assist their customers by critiquing résumés. This could be done in a small group session or by one-on-one appointments.

LWRC is currently open weekdays from 9:00 am to 4:30 pm and closed Wednesday afternoons. Please contact Lyn Sebesta, Training Coordinator, Career Support Services, at 703-777-0688 or lsebesta@loudoun.gov.

Reston Interfaith is a nonprofit organization that promotes self-sufficiency through support and advocacy for those in need of food, shelter, affordable housing, quality childcare, and other services. Together with the Fairfax County Department of Family Services and the Reston Regional Library, Reston Interfaith recently began a new initiative targeted at improving the employment prospects for homeless, unemployed and underemployed men and women in our community. Through this effort, we will increase the availability of resources and provide opportunities for skills and knowledge building that are critical to helping our clients and customers achieve their employment and professional goals. The community's involvement, especially the corporate and business sector, is critical to the initiative's success. We offer a variety of opportunities for individuals and groups to get involved both in hands-on and behind-the-scenes in assignments such as staffing the Embury Rucker Shelter computer lab, leading group workshops and providing expert advice about the skills and qualifications that our clients will need to succeed in today's job market. Contact Susan Stolpe at Susan.Stolpe@restoninterfaith.org or 571-323-9569 for more information and thanks in advance for your interest!

Workforce Readiness Newsletter

VASHRM State Council continues to focus on promoting partnerships between businesses, government and educational institutions to develop and maintain pathways to meet the workforce demands in Virginia. One of our efforts includes the creation of a newsletter focusing EXCLUSIVELY on workforce readiness in Virginia.



They gathered information from the Governor's office, including a letter from the Governor, Goodwill Industries, the Virginia Community College System (VCCS), the Community College Workforce Alliance (CCWA) and Virginia SHRM Chapters. Also, included is a summary of the results from the Labor Readiness Study conducted by Goodwill Industries in partnership with VASHRM.

To view a copy of the Pathways to Workforce Readiness newsletter and the full results of the Labor Readiness Study please visit <http://www.shrmva.org/WorkforceReadiness09.htm>

Cost of Living vs. Cost of Labor: What is the fuss about? *Continued from Page 3*

Most employees expect management to reflect either the inflation rate (cost of living), the average increase for their industry / geography (typically as pointed out by newspaper "factoids"), or if the company had a good year to share the financial success with them. You can be sure though, that the figure employees have in mind is the highest of the three possibilities just mentioned. And lest you forget, that figure is only for the average performer; better employees should receive more.

Now this view is not necessarily wrong, from their perspective, and one can certainly not blame employees for a viewpoint that puts their interests first. However companies typically maintain a "this is a business first" strategy, one that seeks to minimize controllable expenses without losing sight of their competitive pay target. The goal of paying competitive wages, a concept hard to argue against, is not likely to be overturned by changes to the cost of living, newspaper snippets or a feel good moment following company success.

Another factor to consider is that employees are comfortable with changing their reasoning from year to year, while companies are stuck on the same track. So when inflation goes up or down, or the company has had a good (or not so good) year, or the media is touting industry averages, employee expectations may likely swing from one argument to another, rationalizing a consistently more aggressive pay increase strategy.

Now a little tongue-in-cheek: turnabout is not considered fair play. Employees would not want the size of their increases to fall with their chosen economic indicator. It should only rise. They would object to smaller increases if the company hit a rough patch, or if inflation nosed downward. You shouldn't be surprised that they want their cake and to eat it too!

Management strategies though tend to be consistent over time, continually focusing on the marketplace and its affordability to maintain their posture of providing competitive pay and pay opportunities.

So how do you avoid a clash of employee expectations vs. management strategy? If companies would communicate their pay philosophy or strategies they would be able to allay the employee guesses and assumptions that always accompany the grapevine and rumor mill. Employees would know in advance what to expect. They might not like what they hear, but the employer - employee relationship would be improved by some straight talk about how the company determines pay increases.

"Chuck Csizmar is an independent Global Compensation Consultant with deep and broad experience in the design, implementation and communication of domestic and international compensation and reward programs. He is the Principal of CMC Compensation Group, a global rewards consultancy that provides companies in all industries with the professional expertise necessary to ensure business success in a challenging but resource-limited environment. For a personal touch in an impersonal world, you are invited to contact <http://www.cmccompensationgroup.com>."

August Chapter Discussion Group

Avoiding the Most Common Employer Mistakes in Hiring

Thursday August 6, 2009

As the economy starts to rebound, employers increasingly are turning their attention back to hiring. While some of the legal aspects of hiring have not changed in many years, new laws and trends require us to be ever-vigilant and ensure that everyone involved in the process knows the rules.

In preparation for this discussion, please reflect on the following questions:

- Have you recently updated your organization's employment application?
- What are the do's and don'ts of interviewing?
- How does your organization train its managers to interview effectively and lawfully?
- Does your organization "google" applicants?
- How do you handle applicants who disclose disabilities that are likely to affect performance of job functions?
- Why – or why not – do background checks?

Come share your experiences and join in the discussion as Mark de Bernardo and Teresa Burke Wright, partners with Jackson Lewis in Reston, Virginia, facilitate a discussion around these issues. If you have had no previous experience in this area, consider this an opportunity to learn from other professionals. You are welcome to extend an invitation to interested colleagues.

No fee is charged for attending. However, registration is required on-line, at least 24 hours in advance, via the Dulles SHRM web site (www.dullesshrm.org) Career Growth/Chapter Discussion Groups. If you have questions, contact Janet Geib at 703-303-4427 or discussion@dullesshrm.org. Participation is limited to the first 25 people who sign up.

Date: Thursday August 6, 2009

Time: 7:30 am – 9:30 am

Location: Jackson Lewis LLP, 10701 Parkridge Blvd, Suite 300, Reston, VA 20191

Phone: 703-483-8300

Discussion Group Schedule

September 10, 2009

"Work Life Balance"

Facilitator: Staci Evans

Location: TBD

October 1, 2009

"Performance Appraisals"

Facilitator: TBD

Location: TBD

November 5, 2009

"Working Remotely"

Facilitator: Cindy Loison

Location: Jackson Lewis, LLP

December 3, 2009

"Recognizing Achievements"

Facilitator: Paul Densey

Location: TBD

For more information, please visit:
<http://www.dullesshrm.org/discuss.htm>

Wisdom from the Goddess...

Shhh! I'm from HR...

By Lynn Lorenz, SPHR

I'm not a perky morning person. 5 am is a great time to go to bed, not to get up to get ready to go somewhere. But sometimes you gotta do what you gotta do, so early one Saturday morning (which adds insult to injury) I was sitting in a Global Management class at Marymount University in Arlington.

Actually I was somewhat enthused about this particular class (and this was even before the caffeine kicked in) because we were going to be talking about global HR practices. The class was a big one – about 30 people – from a variety of companies, many of them large and known for being progressive and well run. Wow! I was in great company to really get some really insightful perspectives on a subject near and dear to my heart.

OK – you can see where this is going... Once the professor asked an open ended question about their companies' HR practices, a maelstrom of venting about HR came spewing out. It was pretty overwhelming – the pent up negatively and in some cases

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Wisdom from the Goddess... Shhh! I'm from HR... Continued from Page 6

downright hostility towards my classmates' HR departments hit me more than any caffeine I had consumed so far. I was wide awake and shocked by the fact that no one – I repeat NO ONE – had anything good to say about their HR staff.

Only one or two people in the class knew what I did for a living. They looked at me as if to say “Are you going to just sit there, or are you going to defend your profession?” So what did I do? Did I rise to the occasion and eloquently defend my colleagues in such a way that all complaints and concerns were rendered absurd? I did not! I slumped down in my seat, held my book up to my face and prayed the professor wouldn't call on me and no one would figure out that I was one of “them.” What can I say, I'm not a perky morning person...

So what had their shorts in such a bunch? They were pretty much in agreement that HR was the last place they would go to if they had a problem – they didn't care what the issue was, even if it was something that normally fell under HR's purview – their confidence in their HR staff was nil. Lest this start sounding like a live version of “Why We Hate HR” – they did have two legitimate issues with their company's HR staff that led to these assertions. And, quite honestly, I have heard similar things from employees, managers and executives that I have worked with over the years (no silly, not about me, about their previous HR support – I, of course, was brilliant.)

What are these things that HR does that drives otherwise reasonable folks to uncontrollable rage on a sunny Saturday morning? It seems most of their complaints fell into two categories – the fact that concerns presented to HR fell into a “black hole” and that information given to HR that was not treated confidentially. You know what? I don't blame them. I think both of these issues are the kiss of death for any HR professional. When I think of competencies for HR, accountability and integrity are always on that list, but how do you make these terms actionable?

A good question (even if I was the one who asked it – no false modesty here!) And a long discussion for one article so I will tackle the accountability issue this month and inappropriate information sharing in next month's column. (Oh, come on, it can't be so compelling that you can't wait a month to get the whole story – if it is, call me.) Basically what folks are talking about when they say things fall into a black hole is that they have no idea what the status of their issue is – did the person even get their concern (if via email or phone message) – and, no matter how they got it, is it being worked on, what progress is being made, and when might they get an answer?

Well, the goddess understands their point of view. I will admit that I, too, get very peeved if I send someone information that he/she requested and don't even get an acknowledgement. I know everyone is slammed, but you can't certainly take LESS THAN A MINUTE to shoot me an email and let me know you got it or even – gasp! – to say thank you. Is that SO HARD??? (Hey, this venting stuff does make you feel better!) What I'm referring to here is basic, common courtesy.

But it's your client group we're talking about, so it's really customer service that's the issue. OK, I can hear you now: “What, customer service? Goddess, you're losing it – I'm in HR, not Customer Service.” But that's where you are wrong – there are external customers and internal customers – and your employees, managers and executives are your internal customers. They deserve the same level of responsiveness as your company's external customers expect. (And I bet your top executives don't have a huge issue here – your employees and managers deserve the same level of support.)

So how can you provide good internal customer service? You can do as I do, and adopt a 24-hour rule. What that means: I respond to everyone within a 24 hour period, with very few exceptions. This doesn't mean I resolve every issue in 24 hours – I'm good, but even the goddess is not that good – but within 24 hours I make sure I reach out to the person. If it was someone that I met with in person or talked to on the phone, I simply send out a short email to let him/her know I'm working on the issue, give him/her an update if there is one, and if possible, a potential resolution timeframe (always good to set expectations that you think are realistic). If I get a voice message or more often an email, I reply to let the person know I got his/her message, ask for more information (if needed) or provide an update as above. While this seems like it might be time consuming, it really isn't, and everyone feels that they had been “heard” and what to expect going forward.

One more thing, if you commit to some particular action or follow up date, make a note so you don't forget (not that I'm getting old and forgetful or anything). People also get a little irked when you promise to do something by a particular day/time and don't follow through... I also heard about that during the Saturday morning HR hate fest – another way to create a black hole. Delays happen – it only takes a few minutes to let someone know that fact. And for those issues that do take a while to sort out, I also make a point to follow up on a weekly/bi-weekly basis with a status update so all is right in the universe and no black holes are created.

So please, do me a personal favor, and practice good internal customer service and be responsive to your client groups. That way when I see them in public I won't have to go around with a paper bag over my head to hide the fact I work in HR.

Lynn M. Lorenz, SPHR
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Your Chapter of Choice

We're on the Web!

See us at:

www.dullesshrm.org



Interested in Serving?

Dulles SHRM is currently talking with members about serving on the 2010 Board of Directors. We are also always looking for more committee members. A willingness to serve form can be found on the Dulles SHRM home page – www.dullesshrm.org.

Benefits of volunteering: Learn or develop a new skill, be part of your HR community, sense of achievement, increase your career options, increase your network, learn leadership skills, and much more.

If you are interested in serving on the Dulles SHRM Board of Directors for 2010, or are interested in serving on a committee, please contact Denise Henderson at dhenderson@oceana.org, Linda Caporaletti Hoyt at lcaporaletti@hdmanet.org, or Sarah Cower at sdcconsult@hotmail.com.

About Our Organization

The Dulles Chapter of The Society for Human Resource Management first met on January 21, 1987 and was chartered on June 24, 1987 with 61 charter members. It has grown to more than 250 members.

The Dulles Chapter is a 100 Percent Chapter where all members are required to maintain membership in the national organization. In addition to programs providing information to human resource professionals, the Dulles

Chapter is a Pinnacle Award winner and continues to be a Superior Merit Award Chapter. The Chapter also holds seminars and workshops dealing with a wide variety of current topics and issues including [certification](#).

This is *Dulles SHRM's Navigator*, the official newsletter of Dulles SHRM, the Dulles corridor's human resources professional organization. *Dulles SHRM's Navigator* is published monthly.

Tobin Seven — Media Director
Denise Henderson, PHR — President

Deadline for the August 2009 issue is July 28, 2009.
Email submissions to Seven.T@tie-inc.com.