



The official newsletter of the Dulles Corridor's Human Resource Professional Organization

2010 Annual

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President's Message

The subject of leadership is one that fascinates me. I often find myself observing people and trying to determine not just what makes a good leader, but how do they develop those traits? And how can I improve my own skills, and help develop them in others?

Currently I am recruiting for a critical position on our senior management team. As I was reviewing the job description and composing an ad, I received a copy of "The Search For Executive Talent" by Stephen J. Zaccaro from the SHRM Foundation. This publication contains valuable information about defining the position requirements, specifying the attributes and qualities of the ideal candidate, and assessing those attributes during the selection process. It defined one of the categories of executive attributes as "absorptive capacity" – which is "the capacity to recognize new information, assimilate it, and apply it towards new ends." We used to call that the ability to "connect the dots." I was fortunate enough to work with a boss that had that unique ability. Nancy's strengths were many, but what I admired most was her capacity to see things just beyond the horizon, and take them into account when making a decision. When you brought her a problem – and a solution as well, if you knew her style – she would always come up with the one thing that you had not considered. Yet when she mentioned it, you could almost see yourself smacking your hand on your forehead and saying to yourself, "why didn't I think of that?" That ability is not easy to find in a leader. I believe it comes from a mix of intelligence, maturity and common sense. And those are the traits an organization needs to be strategic and successful in today's competitive marketplace.

And so I will be interested to hear from Professor Jim Clawson, who is scheduled to speak at our next meeting on Leading Strategic Change. Please join us on Wednesday, October 20 at the Reston Hyatt – I look forward to seeing you there!

Linda Caporaletti-Hoyt

Wisdom from the HR Goddess...

By Lynn M. Lorenz, SPHR

Potpourri

This month I am writing about potpourri. What is potpourri, you ask? Something you put in your powder room to make it smell good so your guests think you clean more than you actually do? A category on Jeopardy used when they have a whole bunch of left over questions and they are too cheap to throw them out? Something the Goddess uses when she has a bunch of short topics to talk about, but nothing she can spin into a full article? BUYA!

I know I mentioned last month that I would continue my insightful article on performance management this month. I lied. Deal with it. More on that next month.

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Wisdom from the HR Goddess (Continued from Page 1)

(I know you will be breathless with anticipation – the ploy of a true author. Take that Stephen King! True fact: Did you know there is a Lynn Lorenz who writes spicy novels? Not me – honest! You learn a lot when you Google your own name.)

What attracted my attention (when I could tear myself away from the risqué novel excerpts) were some recent articles on pay and working conditions...

There was an article on the *New York Time's* website citing the fact that unions are attempting to organize the car wash workers in the LA area. Now I don't know about you, but the first thing I learned when I visited a work site in LA was that NO ONE walks ANYWHERE – I think it's one of those "progressive" laws that CA is famous for creating. So car washes are a "must to have" – they rank right up there with plastic surgeons. So why are car wash workers ripe for an organizing campaign? The normal – wages and working conditions. But wait a minute! Doesn't CA have some of the most employee friendly minimum wage and overtime laws in the country? The car wash owners are allegedly only paying \$35/\$40 dollars a day when they do pay (so no minimum wage, no OT), and some pay nothing – the workers only get tips. And workers get no breaks and have to eat while washing cars (not against the law, and I guess it does sanitize the food so they don't get food poisoning – very thoughtful of the owners.) So why don't the workers file chargers with the DOL or OSHA? Cause they're illegal aliens! How creative – hire illegal workers so they are too scared to complain which allows the owners to pay the employees nothing, work them long hours in harsh conditions, and so far get away with it. There outta be a law!

And on another front, relief may be on the way! No, this is not a commercial for some gastric pain pill. It's a tonic for that bane to HR professionals anywhere – the equal opportunity abuser. You know – the person, usually a boss, who abuses everyone in the office – but because he (or more often she) doesn't zone in on anyone in a protected category, they aren't technically doing anything illegal. *Time Magazine* reports "Bosses may abuse because they have impossibly high standards, are insecure or have not been properly socialized. (Editor's note: Is that anything like puppy paper training?) But some simply enjoy it. "They go on to state that 37% of American adults have been bullied at work. Amazing! And without the support of senior management to deem such behavior unacceptable (which rarely happens), HR is left helpless with no tool in the kit to stop these playground bullies. This may begin to change. The New York state senate passed a bill that would let workers sue for physical, psychological or economic harm due to abusive treatment on the job. If New York's Healthy Workplace Bill becomes law, workers who can show that they were subjected to hostile conduct — including verbal abuse, threats or work sabotage — could be awarded lost wages, medical expenses, compensation for emotional distress and punitive damages. Of course having another reason for employees to sue their employers may not be a really good thing, but if it starts to send the message that everyone needs to play well in the sandbox and not throw their toys at people, the good may outweigh the bad.

And also in the good news camp there's been a lot of press lately about gains in women's salaries. According to an article in *Money Magazine*, if you're a single woman between the ages of 22 and 30, and live in a larger city, chances are you're earning more than your male counterparts. About 8 percent more, specifically. So, all I have to do is ditch my husband and kids, move to DC, and since I'm definitely between 22 and 30 (Hey! That's my story and I'm sticking to it!) I'll be all set to make more money. And I'll be closer to the DC bar scene – what's not to like with this picture? However for the rest of us – err, the rest of you ladies out there – the ratio of women's and men's median annual earnings, was 77.0 for full-time, year-round workers in 2009, essentially unchanged from 77.1 in 2008, according to the Institute for Women's Policy Research. However stay tuned – working it's way through the Congress is the Pay Check Fairness Act – brought to you by the same folks who gave HR Lilly Ledbetter. The Act is intended to amend the Fair Labor Standards Act of 1938 to "provide more effective remedies to victims of discrimination in the payment of wages on the basis of sex, and for other purposes." Sounds very noble and uplifting, so why do I think if passed it will be a pain in the tush for HR? That statement translates to the fact that it will make it easier for women to sue their employer if they believe they are paid less than their male counterparts. You win some, and some just cause more work...

Anyone want to go bar hopping in Adams Morgan with me?

Lynn M. Lorenz, SPHR
President, HR Goddess, Inc.
Email: HRGoddess@aol.com
Phone: 703-430-8642

October 2010
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TRAINING SOLUTIONS, Inc. (TSI), founded in 1995, provides performance development training facilitation services and off-the-shelf programs, executive coaching, recruitment assessments, 360 online feedback programs, and workforce consulting to assist companies with finding federal and state grants for training. We have a team of trainers and consultants to assist you, and we are also a reseller for many training/HR vendors.

Our full-service website offers you a wide selection of classroom training topics, online training programs, hiring and feedback products, online/paper assessments, video programs, facilitator kits, online previews, free assessments and much more.

October Chapter Meeting

Leading Strategic Change

Wednesday, October 20, 2010

Dinner Meeting

Registration 5:15 pm – 6:00 pm

Dinner/Business 6:00 pm – 7:00 pm Program 7:00 – 8:00 pm

Presented by James Clawson

In a rapidly changing world, professionals need to be able to adapt and adjust to the demands they face daily. The habitual tendency of humans tends to inhibit this adaptability. While it's clear that people can change, most don't. Those who lead strategic change are among the rare few who are able to transcend their historical habits and lead innovation. This presentation will offer some tips for how to do that.



This program has been submitted for 1.0 recertification credit hour towards PHR, SPHR and GPHR. The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit.. For more information, visit www.hrci.org.

About our speaker:

James G. S. Clawson is the Johnson and Higgins Professor of Business Administration at the Darden Graduate School of Business Administration at the University of Virginia. His most recent books are *Balancing Your Life: Executive Lessons for Work, Family and Self*, *Powered by Feel: How individuals, teams, and companies excel* (with Doug Newburg) and *Level Three Leadership: Getting Below the Surface (4th edition)*. He has also written *Teaching Business Management: A field guide for professors, consultants and corporate trainers* (with Mark Haskins), *Creating a Learning Culture* (with Marcia Conner) and *Practical Problems in Organizations*.

He has consulted with dozens of large and very large corporations in various parts of the globe on issues of leadership, career management, leadership development, human resource management, organizational development, and related topics. Professor Clawson received degrees from Stanford University, Brigham Young University, and Harvard University Graduate School of Business (DBA Organizational Behavior).

October Chapter Discussion Group

The Value of Assessments in Selection and Development

Thursday, October 7, 2010

Most organizations anticipate healthy revenue growth in the months ahead, but as the economy's trajectory remains uncertain, they are increasing their head count slowly and carefully. In addition, they are trying to maximize their effectiveness and grow their bottom line by paying close attention to talent management.

Best-in-class organizations are leaving less to chance by using assessments to help them make the right hiring decisions and ensure that both new and longer term employees are put in the right roles, developed in the right ways and prepared for leadership challenges as effectively and efficiently as possible.

Please be prepared to discuss the following:

1. How are you using personality assessments in your organization?
2. How do assessments provide value in building strong teams?
3. Do you take a measured approach to developing leaders in your organization?

Come, explore, and leave with some ideas to help you impact your organization.

This session will be facilitated Terri Lipson, Mid Atlantic Regional Consultant, CPP, Inc. -- best known for the Myers Briggs Type Indicator® and committed to improving the performance of individuals and organizations around the world.

Date: Thursday, October 7, 2010
 Time: 7:30 a.m. to 9:30 a.m.
 Place: Jackson Lewis Law Firm
 10701 Parkridge Blvd # 300
 Reston, VA
 (703) 483-8300

Registration is required on-line, at least 24 hours in advance, via the Dulles SHRM web site (www.dullesshrm.org)

2010 Discussion Group Schedule

November 4

Facilitation v. Presentation:
 Getting Positive Results
 (Janet Geib/
 JG Training)

December 2

Performance Appraisals
 (Sharon Armstrong/
 Armstrong & Assoc.)

January 7

Business Acumen for HR
 (Lynn Lorenz/
 HR Goddess)

Ideas for next year?

Contact
 Courtney Nicholson
 at 703.864.5925 or
discussion@dullesshrm.org

Legally Speaking



**By Matthew F. Nieman
Dulles SHRM Legislative Liaison**

Happy Autumn! By the time you read this, not only may the leaves be turning, but our various members of Congress will soon depart to go into full tilt campaign mode going into the final stretch before the November's mid (Presidential) term elections. These impending elections are already showing their impacts through the progress (or lack thereof) of bills through the House of Representatives and the Senate as well as coloring the public commentary we hear from Congressional leadership. Here are just few examples...

Budget and Spending Bills Stymied

As mentioned last month, atypically, Congress has not yet enacted a budget or any of the 12 spending bills (1. Agriculture, 2. Commerce/Justice/Science, 3. Defense, 4. Energy & Water, 5. Financial Services, 6. Homeland Security, 7. Interior & Environment, 8. Labor/HHS/Education, 9. Legislative Branch, 10. Military/Veterans, 11. State/Foreign Operations, 12. Transportation/HUD) which keep our federal government churning along.

As discussed in our last "Minute with Matt," to avoid a government shutdown on October 1st, the House and Senate will have to pass a "Continuing Resolution" to keep the government funded at last year's funding levels while spending bills are completed. The debate is whether to have the "CR" last through November or December. The leaning is said to be to keep the CR relatively "clean" (i.e. without much/significant extraneous legislation attached), but only time will tell what the ultimate resolution will be.

Political "Hot Potatoes" Abound

While any vote can be seized by an opponent as campaign fodder, with a Democratic majority (especially in the House) now seeking reelection without sharing a ballot with President Obama (unlike 2008), legislators of both parties are doing their best to: a) avoid controversial or charged votes, or b) force political opponents to take public stands on issues potentially divisive in their home districts.

Some topics prove simply too hot-to-handle, such as the announcement this past week by Senate Majority Leader Harry Reid (D-Nev.) that Democrats will not seek pre-election action on whether to renew the soon-to-expire Bush tax cuts. While the issue is still likely to play a prominent role on the campaign trail anyway, the statements reflect an apparent preference to shelving "on-Hill" debate and action on the politically sensitive issue for a lame-duck session once all ballots in hometown elections are already cast.

National Defense Authorization Act Blocked

Another example of pre-election impacts came in the Senate's handling of the National Defense Authorization Act. While typically (on a relative scale) uncontroversial, this bill fell victim to pre-election maneuvering when it failed to best Republican filibuster and reach debate on the Senate floor. The NDAA is the primary means by which the Department of Defense gets its fiscal year specifications for budget and expenditures, however this year the bill was saddled with additional controversial amendments many link to the pending elections. These amendments include:

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Legally Speaking (Continued from Page 5)

repeal of the "Don't Ask, Don't Tell" policy for members of the military, adding permission for performing elective abortions in military hospitals, and an immigration bill, the Dream Act.

The Dream Act seeks to create a "pathway to citizenship" for children in the country illegally who serve in the military or go to college. Under the proposed bill, certain inadmissible or deportable aliens who graduate from US high schools, who are of good moral character, arrived in the U.S. as minors, and have been in the country continuously for at least five years prior to the bill's enactment, would be given the opportunity to earn conditional permanent residency if they complete two years in the military or two years at a four year institution of higher learning. The alien students would obtain temporary residency for a six year period. Within the six year period, a qualified student must have "acquired a degree from an institution of higher education in the United States or [have] completed at least 2 years, in good standing, in a program for a bachelor's degree or higher degree in the United States," or have "served in the uniformed services for at least 2 years and, if discharged, [have] received an honorable discharge."

Opponents call the Dream Act amnesty and question its link to defense, while proponents seek to make a link by invoking the large Hispanic population in our nation's military. The bill has surfaced several times over the last few years, but it does not appear its passage is any sort of legislative priority. As for the NDAA itself, expect the lame duck treatment for it too.

Election Time Bill Introductions

The months preceding an election are called the "silly season," and are typically characterized by politically driven—as opposed to ideological—proposals intended to play a role in the upcoming campaigns back home. That said, when the Senate Majority or Minority Leader introduce bills, it is meant to send a signal, be it political or legislative.

Along these lines, Senator Reid introduced "A bill to amend the Fair Labor Standards Act of 1938 to provide more effective remedies to victims of discrimination in the payment of wages on the basis of sex, and for other purposes," and Senator McConnell introduced the "Tax Hike Prevention Act of 2010." While the "Tax Hike Prevention Act" is precisely what it sounds like, Senator Reid's re-introduction of the Paycheck Fairness Act (S. 3772) has the potential for far more impact on the human resources and employer community.

The Paycheck Fairness Act would fundamentally change the Equal Pay Act of 1963 (EPA). The EPA prohibits employers from paying women less than men for performing the same or "substantially equal" work in the same "establishment," except for specific reasons. The changes fall primarily raising the difficulty for employers in establishing an affirmative defense in EPA cases, while at the same time exposing businesses to unlimited compensatory and punitive damages as well as loosening the procedural requirements for class action litigation.

The Paycheck Fairness Act (H.R. 12) was passed by the U.S. House of Representatives on January 9, 2009, by a vote of 256 to 163. An identical bill was introduced then in the Senate by former Senator Hillary Clinton (D-NY), but the Senate never voted on the bill. While Clinton's bill is still technically viable for action, Reid's re-introduction, particularly this close to the elections, is viewed as an effort to stir up the issue again.

"Pledge to America" Released

Finally, not above symbolic releases themselves, House Republicans issued their pre-mid-term election "Pledge to America." Thought to be a distant echo of the mid-Nineties' Republican "Contract with America" issued by Newt Gingrich *et al*, I will not go any farther than to provide you with a link to the full text (<http://gop.gov/resources/library/documents/solutions/a-pledge-to-america.pdf>), should you wish to read it.

We have the makings of a very interesting post-election Congressional session, let's see what happens!

* * *

As always, stay wary, stay informed (please vote), and stay tuned...

Matthew F. Nieman, Attorney
Jackson Lewis LLP
Phone: 703-483-8331 (direct)
Email: niemanm@jacksonlewis.com

SHRM Foundation News: Generating Research-Based Knowledge

The SHRM Foundation is the leading funder of HR research grants--providing funding for high-impact, original HR research that advances the knowledge base of the profession. In the past 12 years, the SHRM Foundation has funded more than \$2.3 million in research grants for over 100 research projects. Topics for research include:

- Making virtual teams more effective.
- Increasing the success rate of new executives.
- Employee engagement in multinational corporations.
- Retention of an older workforce.
- Impact of HR practices on organizational social performance.

Much of your every day work is influenced by research, even if you have never read a research paper. The cumulative effect of multiple research studies is to discover and document what practices work best and under what conditions. In this way, research ultimately influences the practice of human resource management.

To learn more and to review the results of recently completed SHRM Foundation research, visit the foundation website (www.shrm.org/foundation/findings.asp).

Attention Future HR Leaders! Interested in Networking and A Free Meal?

Dulles SHRM is excited to extend an invitation to any student to attend a Dulles SHRM meeting at no cost to the student.

Our monthly chapter meetings provide networking opportunities over a meal to discuss timely and relevant topics applicable to the world of HR. As part of our efforts to provide resources and support to up-and-coming HR practitioners, we are offering a free meeting to an interested student.

We have space for one student per month on a first-come first-served basis. It is our preference that each student only attend one time under this free program to allow as many different students as possible an opportunity to participate.

If you know of a student who would be interested in this opportunity, please contact Maia Lucier at maia.lucier@us.didata.com or 571.203.4043 to coordinate the student's attendance.

Additionally, if the student is a member of SHRM National, they may be eligible to become a Dulles SHRM member at no cost while they pursue their degree.



~ Proud to be your "Chapter of Choice" since 1987 ~

**DullesSHRM is the Dulles Chapter affiliate of
the Society for Human Resource Management.**

**Our members comprise over 250 of the top human resource
professionals in the Dulles corridor.**

Learn more at www.DullesSHRM.org

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.

Linda Caporaletti-Hoyt — President
Keli Winter – President Elect
Denise Henderson – Past President

Deadline for the November issue is October 24, 2010.
 Email submissions to: lchoyt@hdmanet.org