



## DULLES SHRM NEWSLETTER

*News from the Dulles Chapter of SHRM and other Timely HR Information*

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**May 2008**

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### **"New Leader Integration – A Process for HR to Build Leadership Capabilities"**

**Wednesday, June 18, 2008 (Dinner Meeting)**

The successful introduction of a new leader can sustain or enhance a team's effectiveness. Unfortunately, it often takes a long time for a team to learn about its new leader and reach a common understanding about expectations and operating style. Harvard Business School's research shows that it takes a new leader and team over 6 months to reach the break-even point – the point at which the new leader has contributed as much value to an organization as he/she has consumed. In this competitive business environment, a tool to accelerate the new leader's transition is invaluable, and HR can provide the answer.

A New Leader Integration Process, originally developed by GE, can be used to accelerate the integration of a new leader by facilitating the rapid development of a working relationship between the new leader and his/her staff. The process is designed to promote immediate, open communications concerning matters relevant to the manager/employee relationship. It can be used with experienced or inexperienced team leaders, at any management level, and with existing or newly formed teams. And the added bonus – HR as the session facilitator is right in the middle of the process!

By the end of the program, participants will understand:

- the importance of helping new leaders more quickly integrate into the organization
- how a New Leader Integration Process enhances leader/employee communications
- how to plan and facilitate a New Leader Integration session

Participants will leave with a model to facilitate a New Leader Integration session – one that they can immediately apply in their own organizations.

Our June speaker is Lynn M. Lorenz, SPHR. If that name sounds familiar to you, it's because Lynn is a charter member and Past President (2001) of the Dulles Chapter of SHRM. Lynn has over 20 years experience in Human Resources Management for both large and small companies in new media, high tech and customer service industries. Her areas of expertise center on HR Strategy Development, HR Management Practices, Organizational Development and HR in Mergers and Acquisitions, with both domestic and international exposure.

Lynn recently launched her own consulting practice, HR Goddess, LLC. HR Goddess works with businesses to enhance their people programs and their HR department's effectiveness, leading to greater employee satisfaction and engagement and the enhanced accomplishment of company goals.

Previously, Lynn worked for Time Warner's AOL division. She served as a senior business partner, working primarily with the entrepreneurial and rapidly growing parts of the business. In this role she provided expertise and guidance including organization design, employee relations, staffing, performance management, leadership development, compensation, training, and management practices to maximize business success. Lynn also worked on AOL's corporate HR team providing leadership on mergers and acquisitions and international organizational strategy.

Lynn holds both a MBA and a MA in Organizational Development from Marymount University in Arlington, VA. She serves as an adjunct instructor for Shenandoah University in Leesburg, VA, teaching the PHR/SPHR certification preparation course.

We welcome our **June Gold Sponsor**, Edward Jones. Edward Jones has created a program dedicated to educating company employees called Personal Finance Education. Each of the seminars in the program includes informational materials for your employees. Neither the literature nor the seminars contain a sales presentation. And, best of all, this is one program that won't cost you a cent... and your employees will love it! To learn more contact Scott Leishear at Edward Jones at (301) 258-0876 or [scott.leishear@edwardjones.com](mailto:scott.leishear@edwardjones.com).

For more information, visit: [www.edwardjones.com](http://www.edwardjones.com)



This program has been submitted for recertification through HRCI. For more information, visit [www.hrci.org](http://www.hrci.org). Register online at [www.dullesshrm.org](http://www.dullesshrm.org).

## **May Community Speaker Bill Browning, NOVA's "American Dream Team" Initiative**

NOVA, in partnership with the Dulles Regional Chamber of Commerce, SkillSource, and area church-based ESOL (English for Speakers of Other Languages) programs, are launching a new "American Dream Team" initiative to connect motivated ESOL participants with new career opportunities. Our American Dream Team referral network serves over 10,000 adult ESOL participants annually, making this a large-scale new hire pipeline for SHRM member employers.

Following evaluation of a Spring 2008 "ESOL for Employment" pilot course at Vienna Presbyterian Church, NOVA and its partners plan to offer up to 20 sections of employer-driven ESOL courses in 2008-09 that prepare intermediate-to-high level adult ESL participants for new careers. In these programs, participants learn the language and cultural expectations of targeted career fields, prepare to compete successfully for a new job, and are connected with prospective employers and low-cost career training programs that match their interests and capabilities. Interested SHRM members and their company's colleagues can participate as guest speakers, conduct screening interviews at special job fairs for successful program graduates, request resumes of qualified new hire candidates, serve as volunteer practice interviewers or informational interviewers, and even host a specialized course on-site.

For more information about NOVA's American Dream Team initiative, contact NOVA's Bill Browning at [wbrowning@nvcc.edu](mailto:wbrowning@nvcc.edu) , or (703) 323-3284.

## **Dulles SHRM Chapter Receives Distinguished Award**

We are proud to announce that The Society for Human Resource Management (SHRM) in Alexandria, VA has awarded the Superior Merit Chapter designation to the Dulles SHRM Chapter for its scope of work in perpetuating and supporting the mission of the organization in 2007.

"This recognition demonstrates both the leadership and the successful partnership the chapter has with SHRM to serve the networking and professional development needs of human resource professionals and to the advancement of the human resources profession" noted Pamela J. Green, SPHR, Chief Membership Officer for SHRM.

Dulles SHRM receives a Certificate of Recognition, a specialized banner to display at its meetings and events, and is being recognized in SHRM's publications and at its conferences.

Thank you to all of the Board members and volunteers who helped to make 2007 such a successful year for Dulles SHRM!!

- Sarah Cower, President, Dulles SHRM

## Changes to the Dulles SHRM Board

We are sorry to say that Craig Petry, VP of Programs, and Marlene Mouanga, Student Chapter Liaison, resigned from their Board positions due to work conflicts. We thank them both for their hard work and dedication on the Board this year!

We are happy to announce that at the Board meeting on May 10th, new members were voted in to take their place. The following changes were approved by the Board and will be effective immediately:

New VP of Programs - Keli Winter  
New Student Chapter Liaison - Nidhi Kanungo  
New Communications Director - Christopher Schaffer

Welcome to the Board!!  
- Sarah Cower, President, Dulles SHRM

## Important Dates/Events to Remember

### Day Inside the Beltway

Want your HR Voice Heard? Interested in Lobbying Congress?  
Join Dulles SHRM's delegation on our annual trip to the Capitol. Registration is free and lunch is provided. Please contact Les Eszenyi, Legislative Liaison, at [les\\_eszenyi@wahazel.com](mailto:les_eszenyi@wahazel.com), for more details.

**What:** Our annual trip to the Capitol  
**When:** Thursday, May 22, 2008

## **Enlightened human capital management. It's what separates the best organizations from the rest.**

### ***Nominations for Third Annual SHRM Human Capital Leadership Awards Now Open!***

It helped transform a global beverage icon's company culture from "flat" to "fizz." It inspired a retail giant to create a virtual corporate university, resulting in improved employee performance and retention. And it broke down company-wide silos of skepticism ... turning HR into a true strategic business partner and catalyst for growth.

SHRM is saluting the HR visionaries who inspire success. Now in its third year, the SHRM Human Capital Leadership Awards recognize and honor the best examples of HR that drive the performance and reputation of their organizations, develop winning business strategies, and meet the challenges of a changing world.

SHRM encourages you and your colleagues to participate in the Human Capital Leadership Awards competition. It's an important way for HR professionals to gain the recognition they deserve.

The four categories — Strategic HR Leadership, Innovative Business Solution, Competitive Workforce, and the Human Capital Business Leader of the Year — honor human resource leaders who have developed and launched innovative programs that contribute to their organizations' success.

Winners and two finalists in each category will be announced at SHRM's Strategic HR Conference in September 2008. Other benefits of winning include: recognition by peers, business leaders and more than 235,000 SHRM members for excellence in HR strategies; detailed coverage in HR Magazine; media interviews and outreach with key HR and business journalists; VIP status and complimentary registration at the SHRM Strategic HR Conference; an announcement in a major national news publication listing the winners post-announcement; and much more.

Winners and finalists have leveraged the Human Capital Leadership Award to recruit and/or retain talented employees, as well as to gain positive public exposure among business partners, customers and the community. Nominations are now open and we will be accepting them through May 30 at the HCLA web site: [www.shrm.org/leadershipawards](http://www.shrm.org/leadershipawards)

## **Helios HR Announces 2008 Apollo Awards™ Finalists**

### **Awards Recognize Companies Emphasizing Employee Development**

In partnership with the Washington D.C. metropolitan chapters of the Society for Human Resource Management (SHRM), and SmartCEO magazine, Helios HR announced today the 28 finalists for the 2008 Helios Apollo Awards™.

The Apollo Awards recognize organizations that invest in an intentional culture of continuous learning. This includes creating development opportunities for employees, as well as providing the resources for managers and employees to participate in a robust performance management program.

This year's finalists are no exception. They excel at promoting employee growth and development. The finalists are classified by category:

#### **Up & Coming Company**

Arc Aspicio LLC  
Eagle Hill Consulting  
ENC Marketing & Communications  
Evans Inc  
IntegrityOne Partners  
Justin Bradley  
Rose Financial Services

**Small Company**

Aronson & Company  
Citizant  
Cynergy Systems  
Forrester Construction Company  
Kadix Systems  
McDonough Bolyard Peck  
NETCONN Solutions  
National Rural Utilities Cooperative Finance Corporation  
Ventera  
VIPdesk

**Mid-Size Company**

Apple Federal Credit Union  
ATPCO  
Bowman Consulting  
CARFAX  
Dimension Data Americas  
JK Moving and Storage  
Ogilvy Public Relations Worldwide

**Large Company**

BF Saul Company - Hotel Division  
Clifton Gunderson LLP  
Dewberry  
Grant Thornton

“The requirements for this award are quite stringent. Not only do they measure opportunity, but we ask nominees to indicate how they communicate these programs, and how they measure the impact of training and development on their organization,” said Kathy Albarado, president & CEO of Helios HR. “There are some remarkable efforts being made by organizations in the Washington metropolitan area. We believe they should be recognized for leading efforts in establishing best practices.”

Tickets to the awards ceremony are \$65 or a table of ten at \$650. Interested parties should register for the event online at <http://www.helioshr.com/Apollo-Awards.php>

**Event Details:**

Friday, June 6th 7:30 to 9:30 am  
Fairview Park Marriott  
3111 Fairview Park Drive  
Falls Church, VA 22042

If you have any questions please contact Reggie Kouba at 703-599-7679 or [apollo@helioshr.com](mailto:apollo@helioshr.com).

## 2008 CARE Awards

Northern Virginia Family Service sponsors the CARE (Companies As Responsive Employers) Awards, an annual award program that recognizes employers in Northern Virginia who demonstrate leadership in creating and sustaining supportive work-life environments for their employees. The CARE initiative honors those companies who are leading the way in creating a better work-life environment and assists and encourages companies that are just beginning to implement such policies.

### Submit an Application

To be eligible for a CARE Award, businesses must have an office location in Northern Virginia and need to complete an application by Wednesday, June 4, 2008. For more information and to complete the application form, please go our website at [http://www.nvfs.org/care\\_awards.htm](http://www.nvfs.org/care_awards.htm). Previous winners are encouraged to apply again. Semi-finalists also must participate in a confidential web-based survey of all their Northern Virginia-based employees. Finalists should be prepared to discuss all information in more detail during an on-site interview.

### The CARE Awards Process

Applications due: June 4, 2008

Semi-finalists notified/participate in CARE on-line survey: August 2008

Finalists site visits: September/October 2008

Award winners announced at CARE Awards Breakfast: November 13, 2008

## 2008 Academic and Certification Scholarships for SHRM Members

One hundred scholarships totaling \$100,000 will be awarded to SHRM members in 2008. The awards program is designed to assist working SHRM members in meeting their professional development goals. Individuals may apply for either a \$1375 education scholarship or a \$750 certification scholarship.

Application Deadline: July 15, 2008

Eligibility: National SHRM professional, general and associate members pursuing a college degree or working towards PHR, SPHR, GPHR or California certification are eligible to apply. SHRM student members and local-only members are not eligible for these awards. Chapters and state councils may also apply for scholarship funds to support certification training programs.

Awards: 60 certification scholarships of \$750 each and 40 academic scholarships of \$1375 each will be awarded. Applications will be judged in the following five groups:

- Northeast Region
- Southeast Region (includes former Caribbean Atlantic Region)
- North Central Region
- Southwest Central Region
- Pacific West Region (includes former Asia Pacific Region)

Each group has a total of \$20,000 to distribute which guarantees that there will be 20 scholarship winners (12 certification awards and 8 academic awards) in each group.

How to Apply: Visit [www.shrm.org/foundation](http://www.shrm.org/foundation) and click on "Scholarships & Awards" to print out an application or learn more about the Regional Scholarship Program.

## Chapter Discussion Group

### "Putting Action Learning Into Practice" Thursday, June 12, 2008

Our April Chapter meeting, facilitated by Mike Marquardt of the World Institute for Action Learning ([www.wial.org](http://www.wial.org)) enlightened us about the benefits of employing action learning in our organizations:

- Solve organizational problems quickly and effectively
- Develop leadership skills
- Change organizational culture

Mike defined Action Learning as a tool for solving problems and building leaders. Small groups of employees work on a real problem; take action; learn from the experience while continually improving professionally.

If you would like to experience the power of action learning first hand, please plan on joining us at this month's discussion group. We will ask for attendees to share a current organizational challenge, choose one to work on, divide into teams and proceed to come up with a solution to the problem. With the help of some WIAL coaches-in-training we will all benefit from this unique method of problem-solving and be able to use the method in our own organizations.

In preparation for this discussion, please reflect on an organizational challenge in your company and be prepared to share this challenge with our group.

Come join in this learning experience. If you have had no previous experience in this area, which many of us do not, 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](http://www.dullesshrm.org)): Career Growth/Chapter Discussion Groups. If you have questions, contact Janet Geib at 703-303-4427 or [jgtrain@verizon.net](mailto:jgtrain@verizon.net). Participation is limited to the first 25 people who sign up.

**Date:** Thursday, June 12, 2008

**Time:** 7:30 a.m. to 9:30 a.m.

**Place:** FGM, Inc.  
12021 Sunset Hills Rd, Suite 400  
Reston, VA 20190

**Phone:** 703.885.1000

**Contact:** Chas Sumser

**Directions:**

**From Route 495**

Take the Dulles Toll Road West (Route 267)

Exit and turn right onto Reston Parkway North.

At first traffic light, turn left onto Sunset Hills Road

Turn Left at Second traffic light into Two Reston Overlook parking area

Visitors may park in any available spot

**From Dulles Airport**

Take the Dulles Access Road East (Route 267)  
Exit and turn left onto Fairfax County Parkway North  
Exit right onto Sunset Hills Road  
Turn right at third traffic light into Two Reston Overlook parking area  
Visitors may park in any available spot

## **Your Foundation at Work: “Evaluating Human Resources Programs”**

**Article Contributed from [www.shrm.org](http://www.shrm.org) by Mary Roome-Godbolt, National SHRM Representative**

In 2007, the SHRM Foundation co-published a groundbreaking book offering readers a systematic method for enhancing the value and impact of HR and supporting its emerging role as a strategic organizational leader. *Evaluating Human Resources Programs: A 6-Phase Approach for Optimizing Performance* provides a practical framework for adjusting and realigning strategies across all types of HR programs. The authors outline a proven six-phase process that will maximize the likelihood of a successful HR program evaluation, including real-world techniques, strategies, and examples to illustrate their recommended steps and actions. This guide offers consultants and professionals an invaluable resource for understanding and implementing a successful evaluation that will have a meaningful impact on their organizations' HR programs and strategic outcomes. To order a copy of *Evaluating Human Resources Programs*, go [here](#)

The SHRM Foundation: *40 Years of Advancing the HR Profession*

## **Mark Your Calendar**

### **2008 Chapter Breakfast/Dinner Meetings:**

- ❖ **July 16th (Breakfast)** – “The Hidden Dimensions of Organizational Change” Presenter: Bob Marshak, Professor, American University, *Focus: Organization Culture*
- ❖ **August 20<sup>th</sup> (Dinner)** - TBD
- ❖ **September 17<sup>th</sup> (Dinner)** – Topic: Employment law issue to be determined after annual member interest survey. Presenter: Misti Mukherjee, Odin, Feldman & Pittleman, *Focus: Employment Law*
- ❖ **October 15th (Breakfast)** – “Challenges in Integrating Cultures During a Merger or Acquisition” Presenter: Terry Mellendorf, Retired VP, Human Resources, Nextel, *Focus: Mergers and Acquisitions*
- ❖ **November 19th (Dinner)** – “Get ‘Em Started Right – Enhancing Performance and Retention Through Effective On-Boarding” Presenter: Ilona Birenbaum, The Wynhurst Group, *Focus: Retention*
- ❖ **December 3<sup>rd</sup> (Dinner)** – Holiday Party

## **International Diversity Programs Need Backing from Top**

*By Susan Lackey*

Though firms routinely implement international diversity programs to address multicultural-related issues, when such programs fail it is often because of a lack of leadership and commitment, says a diversity consultant.

As companies continue to draw an assorted pool of employees from countries around the world, diversity is being discussed more as employers and employees grapple with the best ways to handle the workforce's ever-

changing demographics, Ben Alexander of Alexander Consulting & Training Inc., told an audience at American University's Intercultural Management Institute's Conference in Washington, D.C. on March 14, 2008.

Critical to an organization's success is its ability to acknowledge the presence of diversity in the workforce, but "diversity is still an area people are not paying attention to" despite the fact that multiculturalism "manifests itself in different forms," he said.

An organization's leaders might be confronted with the reality of another culture, and if they are not sure what to do, they could be left "off base," Alexander said. Companies often hold diversity training as a means of preventing complaints from employees, but the danger lies in that complaints can offer valuable insight into an organization's flaws that otherwise could possibly go unnoticed and unanalyzed, he said. Therefore, if an organization's leadership is unprepared to deal with another culture, it could lead to the failure of another well-meaning diversity program, he added.

Recognizing the contributions of diversity to an organization's values, vision and overall mission is imperative to accessing how well diversity is supporting the organization's ultimate goals, Alexander said. By embracing and increasing diversity awareness, a company can become more productive, stable and effective. But, "cross-cultural misperception" is occurring everywhere, he said. For diversity programs to be effective, the organization's officials must recognize and respond to differences rather than ignoring them "with forms of denial," he said. International diversity is an area that people have to be asked to think about, or nothing will be done, he added.

Exacerbating the situation is the substitution of "color blindness" for diversity awareness, Alexander said. Color blindness happens when employers or employees simply pretend that though differences in race, color and gender are present in the workforce, no real difference exists. An example of color blindness is when a white employer engages a Latino, for example, and says, "I don't notice the fact that you are Latino. I don't even think of you as Latino when I talk to you." That employer likely does not see that he has done anything wrong when "he ignored something that is very basic to that person," Alexander said.

Communication at all levels throughout an organization helps form a strong foundation for an effective working environment, as does creating trusting relationships, he said. Letting employees know that employers are aware and sensitive to diversity issues can make employees feel like their concerns are being heard, he added.

### Dulles SHRM 2008 Annual Sponsor

