



# Dulles SHRM

## Newsletter



2007 SHRM **SUPERIOR MERIT AWARD**  
CHAPTER

The Official Newsletter of Dulles SHRM, the Dulles Corridor's Human Resource Professional Organization

### June 2008

July Breakfast Chapter Meeting: July 16, 2008 (7:30 am – 9:30 am) **Change of Venue! – see below**

## The Hidden Dimensions of Organizational Change

Presented by **Bob Marshak**

This session is about powerful processes that impact organizations and organizational change, but usually remain unseen, unspoken, or unacknowledged. Although hidden in their workings, they can be insidious in their impacts, often shaping outcomes without our fully realizing it. You will learn about the five covert dimensions of organizational change that can impede or block even the best planned and managed change efforts: organizational politics, emotional reactions, unexpressed hopes and dreams, tacit mindsets such as cultural beliefs, and unconscious reactions triggered by anxiety associated with the change. You will also learn ways to engage these hidden barriers to organizational change and effectiveness.

### Goals:

- Learn The Covert Processes Model™ for understanding the hidden dimensions of individuals, groups and organizations;
- Learn methods for recognizing and dealing with covert processes;
- Learn strategies for engaging covert processes during change initiatives.



Bob Marshak is noted for his strategic and incisive thinking, skill at reading organizational dynamics in multi-dimensional ways, and ability to cut to the core of situations and issues. He is internationally recognized for his expertise on covert processes and has helped put things “on-the-table” in

offices, board rooms, and training rooms around the world.

He maintains a global consulting practice and is Scholar in Residence for the AU/NTL Masters in Organization Development Program at American University, Washington, DC.

Dr. Marshak is the author of *Covert Processes at Work: Managing the Five Hidden Dimensions of Organizational Change* published by Berrett-Koehler in 2006.



This program has met HRCI's criteria to be pre-approved for 1.0 recertification credit. The use of this seal is not an endorsement by HRCI of the quality of the program. For more information, visit [www.hrci.org](http://www.hrci.org).

### Register Online

Register online at [www.dullesshrm.org/chapter\\_meeting\\_reg.asp](http://www.dullesshrm.org/chapter_meeting_reg.asp). The deadline to register is **5:00 pm, Sunday, July 13, 2008**.

Read more about the meeting at [www.dullesshrm.org/flyers/current.htm](http://www.dullesshrm.org/flyers/current.htm).

**Our July GOLD Meeting Sponsor is Reston Limousine.**

Please see page 2 for more information.

## CHANGE OF VENUE FOR JULY MEETING!

Our July Breakfast Chapter Meeting will be held at the **Westin Reston Heights**, across the parking lot from the Sheraton where we usually meet. The address is **11750 Sunrise Valley Dr; Reston, VA 20191**. This change is for the July meeting only. In August we will return to the Sheraton.

Dulles SHRM's  
2008 Annual Sponsor



[www.libertymutual.com](http://www.libertymutual.com)

Dulles SHRM: Proud to be your “Chapter of Choice” since 1987.

### Contents:

July Meeting Sponsor .....	2	PHR/ SPHR Study Group.....	3
July Community Speaker.....	2	Recession Workshop .....	3
Survey Results & Follow-up .....	2	Upcoming Events .....	3
SHRM Hurricane Preparedness .....	2	Volunteer Opportunities .....	4
SHRM Legislative Update.....	2	SHRM Scholarships .....	5
July Discussion Group.....	3	Online Discussion List .....	5
		Communications Message.....	5



**1992  
Pinnacle  
Award**



**We'd like to welcome our July Gold Sponsor Reston Limousine.** Located in Sterling, Virginia, Reston Limousine is a family owned transportation company dedicated to quality of service. William Bouweiri launched the company at Reston Towncenter in 1988 with just 5 limousines. Kristina Bouweiri, current President & CEO, joined the Reston Limousine in 1991, and has grown the company to the large operation it is today. Reston Limousine is the largest private shuttle service, and the largest luxury limousine transportation company in the Washington Metropolitan area. Our fleet currently has 135 vehicles, consisting of sedans, limousines, vans, van terras, buses and coach buses. Additionally, we have a staff of 210 drivers and 55 office personnel and managers. Open 24 hours a day, 365 days a year, together we provide service for corporate clients, proms, weddings, shopping, sightseeing, wine tours, and door to door transportation to and from area airports and hotels. We also offer a variety of out of town trips as well. Please contact us at 703-478-0500, or visit our Web site at [www.restonlimo.com](http://www.restonlimo.com) for more information.



#### **Hurricane Preparedness Information from SHRM!**

Disaster preparedness is increasingly becoming an area of responsibility for HR professionals. The upcoming hurricane season is an opportunity for the HR professional to create value within the organization by providing a disaster preparedness plan and mitigating certain risks to the organization and its employees. SHRM's HR Knowledge Center is providing resources to assist you in preparing your workplace for the upcoming hurricane season. SHRM members may receive these resources by visiting SHRM's Express Request service at [www.shrm.org/hrresources/expressrequestFAQ.asp](http://www.shrm.org/hrresources/expressrequestFAQ.asp) and selecting the key term **HURRICANE PREPAREDNESS**. Express Request is a self-service, online benefit that allows SHRM members to request and receive information via e-mail around-the-clock. There are many topics available, some of which are attitude surveys, HR audits, HR strategic planning, handbooks and manuals, and job descriptions. Go to [www.shrm.org/expressrequests](http://www.shrm.org/expressrequests) to learn more about SHRM Express Requests.

#### **Legislative Updates from SHRM!**

- 2008 FMLA Booklet
- 2008 Employment Verification Booklet
- Updates on:
  - Genetic Information Nondiscrimination Act (GINA)
  - Lilly Ledbetter Fair Pay Act
- [www.shrm.org/government](http://www.shrm.org/government)

**Our July Community Speaker** is Ken Ductor, Program Coordinator of **Marine For Life**. The mission of the Marine For Life Program is to provide transition assistance to Marines who honorably leave active service and return to civilian life and to support injured Marines and their families. For more information, visit [www.m4l.usmc.mil](http://www.m4l.usmc.mil).

*Taking Care of Our Own Since 1775*

#### **Dulles SHRM Member Survey - We're Listening**

-by Mary Saily, Past President

Thanks to all of you who participated in our 5<sup>th</sup> Annual Member Survey. Nearly a third of our members responded, providing the Dulles SHRM Board with valuable information to guide our activities in the coming year.

**What We Learned – Overall Ratings:** Responses show high levels of satisfaction with our programs and activities (ratings were on a 5-point scale; 5 = very satisfied). Overall Satisfaction was rated 4.4 and Likely to Continue Membership was rated 4.7. In addition, specific services we offer members scored 4.0 or above as shown below.

Networking	4.3
Learning – programs at monthly meetings	4.2
Monthly morning discussion groups	4.2
Job/Resume posting	4.2
Email announcements	4.5
Chapter newsletter	4.2
Ability to pay online	4.6

**Interest in New Programs/Activities:** We also asked specific questions about both existing practices and potential new services or programs. Here are just a few highlights; *the Board of Directors response to each is indicated in italic.*

**Time of Meetings:** The majority of respondents prefer that we continue with our current allocation of 9 dinner and 3 breakfast meetings. *As a result, we will stay with the current meeting schedule.*

**Meeting Packages:** About half of those responding would like the option of buying a package of meetings at a discount. *We will be introducing discounted meeting packages later in the year after working through the logistics and recordkeeping requirements.*

**Recertification Seminar:** More than half of those responding indicated interest in attending a half- or full-day seminar that would qualify for recertification credits. *The Chapter will be offering such a seminar in the fall of 2008.*

- Continued on page 4 -

### July Discussion Group – July 10, 2008 “Succession Planning”

An effective succession plan ensures the continuity of business operations in a fast-paced and changing business environment. Succession planning ensures that highly qualified people are in all positions, not just today, but tomorrow, next year, and five years from now, to lead organizations through the tides of change. Alice Buchanan will facilitate our discussion on this topic. Alice is an Organizational Development Specialist who helps organizations achieve results through their people. She has consulted on a variety of organizational and leadership development issues and she designs and facilitates leadership development programs to support an organization's overall people development strategy. She holds a Masters in Industrial/Organizational Psychology from George Mason University.

In preparation, please reflect on the following questions:

- What are the critical attributes of an effective succession plan?
- Why is an effective succession plan so important in today's business environment?
- What are some best practices you've observed for effective succession planning?

Have you seen anything at your organization that seems to derail succession planning efforts? If so, what are they?

#### Register Online

There is no charge for attending, but we do ask that you register online at least 24 hours prior to the meeting.  
[www.dullesshrm.org/special\\_interest\\_group\\_reg.asp](http://www.dullesshrm.org/special_interest_group_reg.asp).

Read more about the event at [www.dullesshrm.org/discuss.htm](http://www.dullesshrm.org/discuss.htm).

Support your foundation!



### "SAVE THE DATE!"

In response to member feedback the Dulles Chapter of SHRM would like to offer our members an opportunity to increase your business savvy and help your organization cope constructively with the economic downturn. We have contracted with Cornell University: ILR School to conduct a workshop September 19 and 20<sup>th</sup> entitled: "Recession: Danger and Opportunities for Your Business." The workshop will begin on Friday at noon and end on Saturday at 2 pm, and we are working to get this workshop HRCI certified. The program will emphasize "learning that matters on Monday" and will offer useful tools for you to take back to your organizations.

The agenda will include:

- Remarks on the Economy: Root causes, recent events, short-term possibilities and likely effects of the American presidential election;
- "Strategy: A Way out? or a Cage?" Is this Recession a time for Re-tuning? Retrenchment? or Re-strategizing?
- "Tents and the Problem with Palaces" Your Organization's Design; Does it work for these times?
- "I Wonder What the Boss is Doing?" Communications and creating a shared sense of urgency (without terrifying everyone);
- "The Vital Few: Your key processes and the perils of a "share the pain" approach"
- "Leadership for Recessionary Times: The "Wrong Stuff"
- The "So What?" for Monday: What you can, and should, do with what you've heard.
- Staff Panel/Q&A

The staff group will be headed by Gene Boccialetti, Ph.D., the Director of MDHRM programs at Cornell's conference center in New York City, (<http://www.ilr.cornell.edu/mgmtprog>) and will include an exciting group of world-class practitioner/consultants who have the "real world" experience and orientation that will make the program one you won't want to miss.

Specific information will be sent out in the next few weeks, but Enrollment will be limited!

### SIGN UP NOW FOR THE 2008 PHR/SPHR STUDY GROUP

Interested in taking the PHR/SPHR exam? Want to study with and learn from other HR professionals? Want the guidance of a proven and experienced facilitator?

The Dulles SHRM Chapter has begun organizing its annual PHR/SPHR Study Group for Fall 2008. The study group is designed to prepare participants for the examination in the December-January testing window. As in the past, we will also invite members of our sister chapter, NOVA SHRM, to join the group.

The study group is a low-cost, effective, and dynamic 13-week session designed to cover all modules of the 2008 SHRM Learning System. The study group boasts a pass

rate that exceeds 60%, and is just ahead of the national average. Eileen Taylor will once again facilitate, applying practical knowledge with the course material to help you learn and retain the information.

**Dates:** Tuesdays, September 9 - December 2, 2008

**Time:** 5:45 p.m. - 8:45 p.m.

**Place:** FGM, Inc., 12021 Sunset Hills Road, Reston, VA

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

For more information please contact Chas Sumser, Dulles SHRM Certification Representative, at 703-885-1008 or [chas@fgm.com](mailto:chas@fgm.com).

**Volunteer Opportunities**  
**Loudoun Workforce Resource Center**  
**Career Development Training**

**Resumé Writing:** We are in need of qualified volunteers to assist customers with creating effective résumés. This could be done in one of several ways:

- Critiquing a résumé or coaching on how to write a résumé.
- Assisting customers in one of our résumé workshops.
- Teaching a résumé workshop with hands on assistance in creating a résumé.

**Interviewing Skills:** We are looking for volunteers to teach workshops on interviewing skills including:

- Preparation for an interview.
- Interview attire.
- Types of questions asked and what the employer is looking for in an answer.
- Practice answering questions in class with feedback on how to strengthen the answer.
- How to handle illegal questions.
- Questions to ask at the interview.

**Basic Level Workshops: Word, Excel, and PowerPoint**

These workshops are targeted for those with little knowledge or no knowledge or experience with MS Word, Excel and PowerPoint. We have a Click and Drag Workshop that we recommend that people take BEFORE they sign up for Word, Excel and PowerPoint Basic.

Our goal is to provide the participant with a basic understanding of the most often used features of the program at the specified level, which they can immediately put to practical use in work related scenarios.

Ideally we want to provide a day's worth of training, 6 hours. We have had trainers that come in 2 consecutive mornings or 2 consecutive afternoons. Some people like this format because it splits the large amount of new information over two days and gives them a break in the middle. Others prefer to do it all in one day. We also can accommodate one trainer doing Part A and a second trainer doing Part B reducing the volunteer time to just 3 hours.

The Loudoun Workforce Resource Center ([www.loudoun.gov/Default.aspx?tabid=2091](http://www.loudoun.gov/Default.aspx?tabid=2091)) is open weekdays from 9:00 a.m. to 4:30 p.m. Monday through Friday with the following exceptions: Wednesday afternoons we close at 12:30 p.m. and the first Friday of the month we do not open until 1:00 p.m. Workshops are scheduled during these hours.

For further information, contact: Lyn Sebesta, Training Coordinator at 703-777-0688 or [Lyn.Sebesta@loudoun.gov](mailto:Lyn.Sebesta@loudoun.gov)

102 Heritage Way NE., 2<sup>nd</sup> Floor, Leesburg, VA 20176

**Dulles SHRM Member Survey - We're Listening**

- Continued from page 2. -

**Raffles:** Interest was high in the chapter sponsoring raffles for vouchers toward attending a SHRM conference or an HR-related seminar/course. *The Chapter began the raffles at our May meeting.*

**Planning Future Programs:** To help us plan future programs, the survey included a list of topics organized by category. The five categories with the highest levels of interest are listed below, along with the top-rated sub-topics.

1. Employee Relations/Morale (74) – ways to retain employees in the D.C. market; how to change an organization's culture.
2. Performance Management/Individual Development (68) – trends/best practices; coaching.
3. Legal Issues (59) – FLSA update following enactment of legislation.
4. Compensation (52) – current trends/market analysis; rewards & recognition programs.
5. Training and Development (44) – leadership training.

We also asked for comments and suggestions, and members suggested a variety of program and networking ideas. An overall theme is the need to continually improve networking opportunities and the quality of speakers/programs.

**Actions Being Taken:** In addition to the specific actions described above, the Board is using the survey data to plan our 2008 programs and to provide guidance to speakers who are already scheduled for the rest of 2007.

In addition to the survey, we use information from the evaluations completed at the end of each meeting to plan our programs. *Thanks to all of you who are providing feedback - be assured, we're listening!*

**Mark Your Calendars**

- 6/25/2008:** Deadline for July Newsletter (published 7/2/2008)
- 7/10/2008:** Discussion Group "Succession Planning"
- 7/15/2008:** Deadline to apply for SHRM Academic & Certification Scholarships
- 7/16/2008:** Chapter Meeting (Breakfast) "The Hidden Dimensions of Organizational Change"
- 8/7/2008:** Discussion Group "Navigating Workplace Etiquette"
- 8/20/2008:** Chapter Meeting (Dinner) "A Positive Approach to Employee Engagement: Using Appreciative Inquiry to Generate Ownership for Increased Performance"
- 9/4/2008:** Discussion Group "Effective Meeting Management"
- 9/17/2008:** Chapter Meeting (Dinner) "Conducting Internal Investigations"

### 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.

### From the Director of Communications

Welcome to the new look and feel of the Dulles SHRM newsletter. I am sure you have also noticed the changes in the emails that have been distributed as well. Hopefully, you are pleased with the changes that we have been making in our communications strategy.

Some of the changes that have been made, or are in the works, include:

- More frequent email announcements of meetings and activities.
- Targeted emails: Once you sign up for a meeting you will not receive future announcements.
- Reminder notices to those who have registered for events including logistical information.
- A weekly update of any new HR jobs or career services posting.
- Update the Web site to remove broken links and make navigation cleaner and easier.
- Creation of an online discussion list.
- Publish the newsletter at the beginning of the month and distribute via email and Web.

We very much need your feed back in order to make sure that you, the member, are receiving the information you need in a format and frequency that is best for the majority of our members. Feel free to drop a note to [DullesSHRM@gmail.com](mailto:DullesSHRM@gmail.com) with any suggestions you have about the newsletter, emails, or the Web site.

I look forward to communicating with you in the future,

*Christopher J Schäffer, PHR*

Director of Communications, Dulles SHRM

### Announcing the Dulles SHRM online Discussion List

Have you ever had a burning question and couldn't wait until the Chapter Meeting or Discussion Group to you're your fellow HR professionals?

- Do you know of a good online timesheet system?
- What is the best way to establish a smoking cessation program?
- My boss is telling me to do (fill in the blank) and I think that is illegal. How do you suggestion I handle it?

There are over 450 HR professionals on our email list. Wouldn't you like to reach out to them pick their brains?

Or have you stumbled upon a new system you would like to share?

Well, now you can. Dulles SHRM has created an Online Discussion List through Yahoo! Groups. Any HR professional, academic, or service provider is invited to join. Check out the description at [groups.yahoo.com/group/DullesSHRM](http://groups.yahoo.com/group/DullesSHRM). Sign up at that site, or just a blank email to [dullesshrm-subscribe@yahoogroups.com](mailto:dullesshrm-subscribe@yahoogroups.com).

Join us online and share your expertise and learn from your fellow SHRM members.

This newsletter is published monthly by Dulles SHRM, the Dulles Corridor's Human Resource Professional Organization.

Christopher J Schäffer, PHR, Editor  
Sarah Cover, PHR, President

Deadline for the July 2008 issue is June 25, 2008.  
Email submissions to [DullesSHRM@gmail.com](mailto:DullesSHRM@gmail.com).



2007 SHRM **SUPERIOR MERIT AWARD**  
CHAPTER