

2009 Annual
Sponsor



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2009 VIRGINIA SHRM
STATE CONFERENCE

October 4-6, 2009 Virginia Beach

<http://virginiahrmstateconference.com/>

Registration Fees: by July 1 \$375.00 | 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

Wisdom from the Goddess... *Employee Recognition for Cheapskates*

Dear HR Goddess:

HELP! I know it's important to recognize my employees – and I've heard something about making sure the recognition is meaningful to them – but times are tough and my company doesn't have any money for reward programs. What's a concerned HR manager to do? Do you have an answer to help me?

*Sincerely,
Cheap but Caring HR Manager*

Dear Cheap but Caring:

Of course the Goddess has an answer – she always has an answer – and usually it's the right one!

I know you've heard this before (and maybe this time you'll pay attention), but you don't have to spend a lot of money to recognize and reward employees. Sometimes a simple "Job well done!" is all that's necessary to make someone feel fabulous. Other times a nicely worded email or, better yet, a hand written note, can make someone thrilled you noticed all of the extra effort that s/he put into that difficult project.

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July 2009 **GOLD**
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The MAXIMUS Tax Credit & Employer Services Division has an extensive history of providing tax credit and employers services. Our services include:

Federal Work Opportunity and State Tax Credit Programs:

MAXIMUS assists employers to process their new hires through the Work Opportunity Tax Credit Program and State Hiring Tax Credit programs. These programs target groups of potential employees, including veterans, individuals with disabilities, and Temporary Assistance for Needy Families (TANF) recipients.

Location Benefits: Location Benefits are negotiated and/or statutory incentives offered to businesses to encourage economic development, often in designated zones. MAXIMUS helps businesses keep up with research on which benefits are available and assists them in retrieving such benefits.

Electronic I-9 Services:

MAXIMUS offers Electronic I-9 software, which is easy to use and fully compliant with guidelines published by the U.S. Department of Homeland Security.

E-Verify: MAXIMUS has integrated our I-9 services to the SCIS E-Verify program, enabling our clients to be in compliance with the various state regulations requiring E-Verify participation.

MAXOutreach™:

MAXOutreach™ - is a proprietary recruitment tool to assist clients with new, non-traditional sources of likely tax credit eligible applicants to fill entry-level job openings.

July Chapter Meeting

Disasters, What is a Business to Do?

Wednesday, July 15, 2009 (Dinner Meeting)

Presented by **Michael Ryan, MS**, Deputy Coordinator
Fairfax County Virginia Office of Emergency Management

Disaster can be classified in two broad categories. 1) Natural disasters- Preventing a natural disaster is very difficult, but it is possible to take precautions to avoid losses. These disasters include flood, fire, earthquake, hurricane, smog, etc 2) Man made disasters- These disasters are major reasons for failure. Human error and intervention may be intentional or unintentional which can cause massive failures such as loss of communication and utility. These disasters include accidents, walkouts, sabotage, burglary, virus, intrusion, etc.

It is estimated that most large companies spend between 2% and 4% of their IT budget on disaster recovery planning, with the aim of avoiding larger losses in the event that the business cannot continue to function due to loss of IT infrastructure and data. Of companies that had a major loss of business data, 43% never reopen, 51% close within two years, and only 6% will survive long-term. While IT may not be a major component of small business, the impetus of the above data shows the importance of recovering data. Regardless of how big or small your business, data is an essential element.

In many cases, an organization may elect to use an outsourced disaster recovery provider to provide a stand-by site and systems rather than using their own remote facilities. In addition to preparing for the need to recover, organizations must also implement precautionary measures with an objective of preventing a disaster in the first place. These may include surge protectors to minimize the effect of power surges on delicate electronic equipment, uninterruptible power supply (UPS) and/or backup generator to keep systems going in the event of a power failure, fire prevention alarms, fire extinguishers and anti-virus software and other security measures



This program has been approved for 1.0 recertification credit through the HR Certification Institute. For more information, visit www.hrci.org.

About: Michael Ryan MS

Mr. Ryan has been with Fairfax County since August of 2006 and is currently serving as one of the Deputy Coordinators for the Fairfax County Office of Emergency Management. In his role he is responsible for addressing and managing the administrative functions of the office. These include such tasks as oversight of the organization and management of the EOC when activated, coordinating staff activities to enhance program development and implementation, participation in various working groups and committees that examine specific components within the administrative venue including items associated with training requirements for the agency and the county, policy development to meet local, state and federal requirements and improving fiscal accountability.

Mr. Ryan has been involved with public safety since 1979. Specifically, he spent 27 years in the Fire and Rescue field before coming over to Emergency Management in 2006. He attended the University of Maryland University College and completed his undergrad work in Fire Science and then continued on to obtain his Master of Science degree in Emergency Management from Jacksonville University in Alabama. He is a firm believer that in order to create policies, procedures and strategies effectively and be better prepared to deal with large scale emergencies or disaster type events, one must undertake a systematic approach to the process.

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.

Virginia SHRM State Council 2009 Scholarship Program

In its third year, the academic scholarship awards \$1500 to a deserving Virginia student pursuing a career in the field of Human Resources. The application including information on the selection criteria is attached.

One \$1500 scholarship will be awarded to a full time Junior, Senior, or Graduate student enrolled in a Virginia accredited institution of higher learning pursuing a career in the field of human resources. The scholarship recipient must be an active member in a SHRM Student Chapter. Scholarships are for degree programs only, and may not be used to attend professional development seminars or workshops. Online and distance learning programs are acceptable. The scholarship is a one-time award. Previous applicants and past scholarship recipients are eligible to re-apply.

Application (see www.dullesshrm.org) with supporting documentation should be postmarked by July 3, 2009 and mailed to the below address. All applicants will be notified of their standing no later than August 28, 2009.

Inova Healthplex HR SHRM Scholarship Program Attn Meredith Sawyer, PHR 6355 Walker Lane Alexandria, VA 22310

Building a Better Benefits Program Using Corporate Social Responsibility

A FREE Workshop Luncheon

Thursday, June 25, 2009 10:30 a.m. - 3:30 p.m.

Agraria Restaurant 3000 K Street, NW Washington Harbour, Georgetown

At the TWB workshop, you will:

- Learn the basic components of Corporate Social Responsibility (CSR) including environmental sustainability practices, community engagement through volunteer efforts and donations, and employee wellness
- Understand how CSR affects key components of HR functioning including morale, retention, job satisfaction and recruiting
- Receive training in best practice models from industry experts and innovative HR managers
- Be empowered to incorporate CSR

REGISTER NOW www.theworldbenefits.com

Approved for 3 hours of HRCI Strategic Management Credit

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!

July Chapter Discussion Group

Employee Assistance Programs and Workplace Financial Education: Navigating Uncertainty

Thursday, July 9, 2009

In today's environment with so much economic and financial uncertainty, how can HR proactively support employees and co-workers as they face a variety of personal and financial challenges?

Please join our July discussion group as we discuss how an Employee Assistance Program (EAP) can be a resource and make an important difference in employee's lives. Share ideas on what core elements should be included in a Financial Education Program. This timely and important discussion will be facilitated by Beth Gilley from Lytle EAP Partners and Workplace Education consultant Peter Suyama. Please come prepared to discuss some of the following questions:

- If you observe an employee having difficulty how do you know when and how to intervene?
- How has the economic crisis impacted Human Resources?
- What education programs do you offer?
- How do you address the various demographics of your employee population?
- How easy is it for your employees to access EAP and Financial Education information?

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 July 9, 2009

Time: 7:30 am – 9:30 am

Location: International Country Club, 13200 Lee Jackson Hwy, Fairfax, VA 22033

Phone: 703-968-7990

Discussion Group Schedule

August 6, 2009

"Legal Aspects of Hiring"
Facilitator: Teresa Burke
Wright

Location: Jackson Lewis, LLP

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... *Continued from Page 1*

But if you are looking for something that you know will be meaningful to your employees, here's a simple tip – ask them. (Who said you had to be a rocket scientist to be a Goddess?) Now, I'm not recommending you blurt out this question at random – there's a simple team building exercise you can facilitate to get both gather this information and enjoy an interactive time sharing the results.

So here's how this works: In a meeting setting, you give each team member a 3 x 5 card and ask her/him to write down how s/he would like to be rewarded a) for free, b) for under \$10, and c) for under \$100. Once everyone has a chance to think about and capture their ideas, you can facilitate a lively discussion having the group share their answers. Trust me – this is not one of those boring meetings where folks doze off or constantly check their Blackberrys – this is a fun topic! Both you and the team learn important things that help build relationships and understanding.

So what might the answers look like?

Items that are free – Boy this is a hard one, what would your employees like that doesn't cost anything at all – zip, nada, zero? OK, get with the program – you're missing the point here. *YOU* don't have to come up with something – your employee does the work for you. For instance, someone may want to come in and leave early on a Tuesday to make his daughter's softball game on time for a change. Or another employee may like to attend an important meeting with you. Employees can be quite creative – you just have to ask them.

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A Day Inside the Beltway

By John Nastelli, Legislative Liaison

Dulles SHRM organizes an annual "Day inside the Beltway" trip to the Capitol to meet with our Senators and members of Congress. This year, we invited several sister chapters to join us. On May 6, SHRM members from **Fredericksburg, Leesburg, and Dulles Chapters** visited their offices on Capitol Hill. In these meetings, SHRM members urged their legislators to consider supporting the SHRM-backed "New Employee Verification Act" (H.R. 2028) that would establish an alternative system to the Federal government's E-Verify system. They also shared their views about the Healthy Family Act, focusing on the mandated paid sick leave section.



Dulles SHRM thanks Reston Limousine (and Willie, our driver) for sponsoring the event and providing top quality service and transportation.

If you are interested in knowing more, please email our Legislative Liaison, John Nastelli at inastelli@creatingwellnesscenters.com.

SHRM's **Day Inside the Beltway** program is an excellent way for members to share their views with their legislators. SHRM's Government Affairs Team pre-schedules meetings for chapter representatives and their elected officials, and provides a briefing on the issues prior to the meetings. This program also allows SHRM members to show their knowledge and expertise on workplace issues, and ultimately to advance the interests of the HR profession in the halls of Congress! After the briefing, we were given a tour of HQ, lunch was provided, and then we all headed to the bus to continue on our journey to Capitol Hill. Once we arrived, we were split into several groups depending on whom our Congressional Representatives were, we then headed to their offices to discuss our position. The day was full of new ideas, newly formed friendships, eye opening experiences, and a lot of fun.



Want to Meet Prospective Employees?

The NOVA-Annandale Career Resources & Development Center is seeking your participation as a featured employer for the 2009-2010 academic year. This unique opportunity is at **no charge**. Designated dates and times have been set aside for you to utilize the CRDC for set up and to meet one on one with students. Should you need additional information, please do not hesitate to contact Felicia D. Blakeney Career Services Specialist Office: 703-323-3729 fblakeney@nvcc.edu

They have students interested in the following fields: Accounting, Business, Consulting, Construction, Communication-Mobile/Wireless, Education, Federal Government, Financial Services, Goods/Services, Healthcare, Hospitality/Food Services, Information Technology, Law Enforcement/Legal, Retail, Travel, and more.

THE TROUBLE WITH LAYOFFS: RECOVERING FROM ORGANIZATIONAL UPHEAVAL

Reasons organizations choose to downsize include reducing costs, increasing profits, and improving shareholder value. Ironically, research over past the twenty years indicates that most downsizings fail to achieve these objectives. In fact, studies show that less than half of companies see increases in profits after downsizing whereas twenty-five percent actually see profits decline.

Why don't layoffs produce the returns executives hope they will? It's the people factor. Employees are emotionally and psychologically traumatized by layoffs. At a time when it's critical for employees to be engaged and productive, they are demoralized, afraid, and distrustful. That doesn't add up to a recipe for business success.

Based on our research, we've compiled a set of characteristics that are typical of many layoffs and which play a role in determining their severity to the surviving workforce.

Senior leaders withdraw; communication is guarded and focused externally.

Though we all know that communication is critical during times of organizational upheaval, during layoffs many executives withdraw and actually communicate less. And, when they are talking it tends to be guarded and targeted at shareholders.

HR best practices: Help your organizational leaders communicate, communicate, and communicate some more to their workforce. Remind them to focus on listening and being empathetic in addition to sharing information. Focus on *how* leaders are communicating. Many would rather rely on written or electronic forms of communication, but employees need to see their leaders and hear that they are struggling with the change as well. Hold question and answer forums for managers to help them understand what and how they should be communicating to their own teams.

Little time is given to planning for the transition.

While downsizings represent a major organizational change, they are seldom approached in the same way as other significant change events. The "rip the band-aid off" approach means you'll have to jump before you get a chance to see what's on the other side.

HR best practices: You may not have the same amount of time to plan a layoff event as you would with other organizational changes, but you should still approach it like a large-scale change initiative. Develop a formal change management plan for the layoff. Ask yourself the same kinds of questions. What needs to be communicated? How and when does it need to be communicated? What knowledge and skills will your managers need to facilitate the transition? For example, you may need to train managers on how to deal with the emotional trauma of layoffs and how to re-engage their teams. How will the change impact roles and responsibilities? How will performance expectations change? What new competencies will employees need to acquire? How can the organization facilitate rapid skill acquisition?

More weight is given to protecting the organization than to employee dignity and self-esteem.

Time and again we hear that the worst part of the process was the lack of respect shown to those who were let go. People in positions of authority feel a responsibility to protect the assets of the organization. This can result in dedicated employees being called into an office, notified that they are no longer an employee, walked to their desk (often by security or HR personnel), closely monitored as they are given a few minutes to remove personal items, and then escorted out of the building. That's how suspected criminals are treated. The morale of the entire surviving workforce suffers as employees note how their colleagues' contributions are being rewarded and wonder whether they will be next. And, this treatment is probably costing the organization more in lost morale and productivity than it's saving in protecting assets.

HR best practices: Find ways to integrate dignity, respect, and appreciation into the process. Most people will act like adults if treated like adults. At least consider having employees' own manager escort them. Develop a plan for supporting employees who are being let go and helping them transition into other opportunities. And, make sure the surviving workforce is aware of what the organization is doing to help soften the blow.

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What's in a Title?

By *Chuck Csizmar CCP*

I once faced a client situation where I was asked to uncover why a Senior Accountant (non-exempt) reported to an Accountant (exempt). This same company used the title "supervisor" to describe individual contributor positions and it was not uncommon for Managers to report to Managers and Directors to report to Directors.

Given that these situations occurred in a large and presumably sophisticated company, one might ask - is there really a problem here? What's the big deal, and is anyone being harmed? Advocates would say that offering an employee a special title is a harmless and inexpensive reward, one that doesn't raise employer costs. It also improves the morale of affected employees.

Where do these scenarios come from?

- Managers grant esoteric titles to those for whom they have limited means of reward. "They won't let me give you the salary increase I think you deserve, but let's change your title to xxxxx". Like greasing a squeaky wheel for a short term fix they want to do *something* to keep the employee quiet / motivated / not thinking of leaving.
- Employees are given job opportunities (titles) where none should exist. Have you experienced the long serving Secretary / Administrative Assistant promoted to the newly created role of Office Manager, all while performing the same job?
- As a salve to employees a "special" title is used because somehow the position (usually clerical) is considered so different from other jobs that it needs to be specifically identified. Special titles can also be seen as reflecting on the importance of the managers themselves.

In my experience it is usually those in management who consider themselves "above the fray" who do not see title inflation (puffery) as a problem. Interestingly enough, that level of management can be severely put out if the same title giveaway happens within their hierarchical level.

At the risk of being called Mr. Gloom & Doom, let me explain the type of harvest that you can expect from planting these problem "seeds".

- Role clarity (job duties, business impact, decision-making, etc.) behind questionable titles will become blurred. This in turn would generate more confusion as the company creates Senior Managers and Group or Area Directors and other in-between titles in the hierarchy to differentiate the "real" jobs from the inflated titles.
- When attempting to determine the competitiveness of your positions the less accurate the title is in relation to the work performed, the more likely your analysis will be

skewed. Benchmarking unique, employee-specific and inflated titles will make a correct assessment of your competitiveness more difficult. This could have real cost impact.

- Those with inflated titles will expect whatever perks or privileges that normally accompany the title and their absence could cause difficulties. It's an awkward conversation when you tell an employee that the import of their new level in the organization is "title only".
- Inflated titles can be a detriment to incumbents as well, such as the "Director" who now only qualifies for a "Manager" title with a prospective employer. These employees have limited opportunities outside your company because other employers would be reluctant to hire someone where the title is lateral or even backward to what they currently hold. The result could be that mediocre performers remain with your company because they have no where else to go.
- The natural extension of inflated titles is inflated grades / salary ranges, as the bogus "senior" position would be placed in a higher grade than the "intermediate" position, right? This practice will gradually increase your fixed costs without a corresponding rise in either performance or capability.
- Some employees legitimately find themselves in a dead end job, and granting them a cosmetic title as a salve doesn't help anyone. Lead or supervisory mail clerk? Or the "supervisor" that no one reports to?
- Employees do not like giving up these inappropriate titles. Thus employee relations / morale issues will likely develop if you try to correct poor past practices. You may have to develop creative "buy out" scenarios or grandfather employees.

If you are in a situation with inflated, redundant and confusing job titles, what steps can improve your lot?

1. Organize a Spring cleaning exercise: start with the low hanging fruit by eliminating (deleting from your systems) all titles that are unoccupied.
2. To avoid backsliding you should accompany that initiative by implementing tighter procedural requirements necessary before a "new" title can be authorized. While perhaps only a finger in the dike or closing the barn door after the horses have left, you must cut off the flow of new problems before you can effectively address the core issue of incumbents.
3. The company would need fewer job descriptions if the wording was more generalized. Standardized titles would clear away much of the role responsibility confusion while clarifying an employee's duties.

Especially in clerical positions, the general nature of duties for most positions (filing, record keeping,

THE TROUBLE WITH LAYOFFS: RECOVERING FROM ORGANIZATIONAL UPHEAVAL Continued from Page 7

Workload increases for surviving employees.

Unless the loss of staff can be offset by technology or innovative process improvements, downsizing mean increases in workload for the surviving employees. At a time when employees are already anxious and de-motivated, the organization needs them to work longer and harder and find ways to do more with less.

HR best practices: Train managers to respond with empathy and to engage their teams in planning the way forward. Employees need to be told that their sacrifices are recognized and appreciated, not that they are lucky to have a job. Fear is only a temporary motivator and quickly backfires to create lower levels of productivity. Managers can begin to reengage their teams by working together to find creative and innovative ways to restructure the team and its work.

There's no panacea for recovering from a layoff, but how the layoff is approached, how employees who are let go are treated, and how the surviving workforce is supported and re-energized will go a long way to determining the organization's future success and viability.

Dr. Deanna Banks (www.deannabanksconsulting.com) is an industrial/organizational psychologist, human capital consultant, and executive coach. Wendy Mack (www.WendyMack.com) is a consultant, speaker, and author who specializes in leading and communicating change. They'll be releasing Recovering From Layoffs: A Manager's Guide to Re-Energizing Your Workforce in the summer of 2009.

Website of the Month

www.Thanks.com

Take a moment today to say thanks to someone. The reason is less important than the thought. Here is a site that, when you click on "ECards," you are able to send a selection of free Thank You electronic cards, in English, French or Spanish. You may also select gifts and/or reward certificates.

What's in a Title? Continued from Page 8

secretarial, forms processing, correspondence, etc) lends itself to standardization - which in turn makes it easier to move employees from position to position without having to "promote" someone when their title changes.

Bear in mind though, that title standardization makes more sense in a conference room than it does during an employee discussion. A "Senior Depository Research Clerk" will always sound more important than a "Clerk III" or even Senior Clerk".

Companies try to reduce the number of titles whenever a new HRIS is established (that's usually when the huge number of active titles becomes widely known). Anyone who has been exposed to the process of implementing an HRIS (SAP, PeopleSoft, Oracle, etc.) will tell you that job title standardization is a key component of the project.

However there is always a degree of passive resistance when individual leaders realize that *their* area is being cleansed of superfluous / redundant / misleading titles.

Fewer titles can mean more role clarity in your organization, greater accuracy in assessing pay competitiveness, more control of labor costs and indeed higher morale as employees know where they stand and what they must do to succeed in your organization.

A final caution: be careful of setting up titles without occupants "in case we want to promote someone down the road". Guess what? You will.

"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>."

Diversity Best Practices

By Mauricio Velásquez, MBA President, CEO

I have been in the diversity-training field for nearly 20 years and everybody talks about best practices but I feel too many of my colleagues really make it more complicated than it really needs to be and here at DTG we have always tried to make diversity issues and the related training more easy to comprehend and embrace. The prerequisite reading for this article is an article I recently wrote entitled – “Diversity Worst Practices.” Another article that would be helpful to read is our article on our website diversitydtg.com about ineffective or bad diversity training – what I like to call “Blame and Shame” diversity training and please find the related article on what exactly is the definition of a diversity issue.

Now, we are ready to discuss best practices. These are proven practices executed in hundreds of organizations with tens of thousands of workshop participants over the past nearly 20 years of my career. Remember I do a fair amount of rescue diversity training where I am brought in after another diversity trainer blew the place apart. What I have learned about making diversity-training stick follows. My top 11 list coming at you!

Your Diversity Training Workshop....

1. ...comes with an **actual workbook**. I have seen workshops lead by other diversity trainers and they don't have a workbook! “Everything was free form and we used easel paper and the wall.” Are you kidding me? What will people remember, what will they retain and can they remember the skills and tools (diversity tool kit) from the training?
2. ...includes **predetermined training objectives**. I have seen workshops with no clear objectives or goals. This is embarrassing.
3. ...is built around **objectives that came from some kind of a prior training needs analysis**. You talked to your target audience and identified issues and what they wanted in the upcoming training. Maybe you had a focus group or you did a quick survey. Whenever a client approaches us to do training I always ask them how they determined their training and education needs. Please don't tell me “we have a gut feeling about this.” Usually something happened – a “moment of truth.” Hey, whatever works but I would much prefer to be proactive and not reactive (also much cheaper).
4. ...is **linked to your organization's mission and core values**. “Well, we don't have a mission or core values.” What? We call this anarchy. Every organization needs a well-defined mission, vision, and some kind of core values, guiding principles, code of conduct - guides employee behavior, respect and treatment in the workplace.
5. ...reflects an acknowledgement by firm leadership that **“status quo” is not working**. With the workplace (labor force) and marketplace (client force) changing – doing the same things we have always done and expecting better results is organizational suicide!!!
6. ...implies a **bias for action**. That we want to deal with the diversity-related conflict head on and not pretend like it does not exist and hope that it goes away by itself. Madness.
7. ...is **part of a much bigger organization-wide diversity strategy and plan** to make the organization more inclusive, more open, and more welcoming to talent from all walks of life, all backgrounds, perspectives and upbringings? The most progressive organizations are reviewing all of their policies, procedures, and business practices to ensure they are more inclusive and not unintentionally exclusionary.
8. ...is an **acknowledgement that we have not been preparing our supervisors and managers to do their job**. How many times do I see organizations promote people into supervisory and managerial roles without screening them or developing them – they don't have the competencies, skills and traits that will ensure their success? Remember, most people can barely manage people like themselves let alone people that are different.
9. ...includes **skills, tools, tips and techniques for dealing** with diversity issues, conflict and diversity related problems. The best diversity training programs are skill based and knowledge based (applying your new diversity skills and tools). Please don't roll out awareness only diversity training and expect results, behavioral change or any kind of long term impact on your organization. Build your diversity tool kit for your employees and supervisors and they will come. I have been including as of late a “toxic employee module” as well. Toxic employees are
10. ...is **linked to your annual performance appraisal process**. Being an inclusive supervisor or manager that not only acknowledges the diversity of his or her team but values this diversity must be included in your performance appraisal process as a critical competency. Behaviorally, is my manager fair, balanced, and inclusive? Is my manager approachable when it comes to employee relation issues? Does my manager mentor me?
11. ...has **messages that are also woven into your new hire orientation**, your supervisory, managerial and executive development curricula. Diversity is not a stand alone or set aside endeavor but is a part of the very fabric of your organization.

Bias Squared

In closing, one of the biggest issues I combat every day is the bias people have for a workshop on bias. What is this? Bias to the second power? Do you see the irony? It is ironic that people who need the diversity training the most are not coming (because they are allowed not to come – big mistake) or are coming with a major negative, confrontational, and counterproductive attitude toward the diversity training. I deal with this head on, first thing in the workshop. I recommend in the positioning of your upcoming diversity training to deal with these preconceived notions up front before the actual training is rolled out (see my article on my website diversitydtg.com about Diversity Myths for free). Comments, reactions, more best practices – please share!



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Leadership at Every Level

By Jeffrey Rocha

Let's see if this situation sounds familiar: The senior members of the management team have spent a significant amount of time developing and deploying a strategy. These senior managers have done many of the things that leaders should do – setting goals, coaching and giving feedback, building and leading teams and driving results.

At the same time, however, comments such as these are heard throughout the organization: "This strategy is just the flavor of the week" or even worse "We can't get anything done because management hasn't provided us with any direction." How can this be? Thus, while the leaders at the top of the organization are confident that they've laid the necessary foundation, this clearly isn't the case.

While it is important to have strong leaders at the top of a company or organization, what is the more powerful leadership paradigm? Developing leaders at every level of an organization.

George Washington once said "Discipline is the soul of an army. It makes small numbers formidable; procures success to the weak, and esteem to all." Using this wisdom as a foundation for today's highly complex organizational dynamics, we could broaden out to this message to "Leadership is the soul of an army. It makes small numbers formidable; procures success to the weak, and esteem to all."

What could possibly be more of a powerful force than an "army of leaders" operating in your organization? This army is a result of a carefully crafted leadership culture that is embraced at all levels, not just by management. Creating a leadership culture results in an environment that fosters and rewards teamwork, leverages diversity, shares knowledge and resources, inspires collaboration and promotes results-focused mission accomplishment.

Let's examine the creation of a leadership culture and the many benefits of having leaders at every level of the organization instead of a select few concentrated at the top.

Here is what we know: having a specific job title doesn't make someone a leader. In fact, true leadership is more about having the skills to influence among peers to enhance a company's performance. The skills in our army of leaders will be powered by: Creating a Collaborative

Environment; Leadership Accountability; Building Anticipation Skills; Developing Reaction Skills; and Recruiting Changes.

Creating a Collaborative Environment

Enable collaboration across functions so that employees can build strategic relationships necessary to achieve common goals. These networks and alliances are critical for creating fast action in solving tough problems.

Encourage leaders at every level to develop collaboration skills in such a way that not only motivates employees to follow their leader, but also instills a sense of trust in that leader's vision.

The first step is to establish an open-communication policy where employee opinions are encouraged. All employees should have an opportunity to weigh in regardless of title or position, and they should be able to see the results of their contributions. This will allow all employees to not only develop confidence in their opinions, but in their leadership skills as well.

Leadership Accountability

When creating a leadership culture, it's important to create mechanisms for accountability. This will drive your company's performance and train leaders to meet ambitious goals.

Organizations should have fair and measurable performance assessments and reward behaviors that achieve results. Depending on the specific goals, measures of success may include quality improvements, enhanced timeliness, and cost reductions.

Often, tying rewards to performance is an effective way to reinforce the accountability component of leadership. Rewards can include monetary incentives as well as peer recognition programs.

Building Anticipation Skills

The most successful leaders have the ability to anticipate the results of their decisions – both planned and unplanned. Coach employees during daily situations that arise and help them anticipate how actions at their level affect the entire organization. This will help them make better choices and develop one of the most necessary skills for a leader - the ability to see around the next corner.

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Leadership at Every Level Continued from Page 12

Developing Reaction Skills

Employees shouldn't just be able to anticipate, they should also have the skills needed to react quickly. This skill is typically acquired through experience. Give employees an opportunity to develop strategies that are flexible enough to make future changes seamless. This will provide them with additional skills and make the organization more efficient.

Recruiting Changes

Although it is important to work with existing employees in developing leadership qualities, your human resources department should also develop a systematic approach when hiring new employees. A brief questionnaire can easily determine if candidates at all levels have essential leadership qualities. These skills can also be identified through the use of situational leadership interview questions. You may also consider the candidate's ability to develop these skills if they don't already have them. A candidate who is willing to make the effort to successfully integrate into a leadership culture can be very valuable.

Although many employees think that embracing leadership requires large actions, it's important for management to help them understand that small daily actions can make a large impact on an organization. If employees have the motivation to make a positive contribution – they can become a leader in your organization.

About the Author:

Jeffrey Rocha is CEO of The Millennium Group International, LLC (TMG). Since 1998, TMG has partnered with a wide variety of commercial, non-profit and government organizations to enable leaders to accelerate performance in alignment with organizational goals with sustained measurable results. Leaders learn to communicate, delegate, and follow through effectively, to help the team deliver business results and develop group capacities and strengths.

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Resources:

Bill George. "Seven Lessons for Leading in Crisis." Wall Street Journal.
Leslie L. Kossoff. "From Manager to Leader." About.com Management.

The 2009-2010 SAIC Survey of Security Cleared Federal Contracting Personnel

- ✦ SAIC is kicking off the 4th survey of security cleared federal contracting personnel. As in previous years, Watson Wyatt will administer the survey. This year's survey will be emailed by Watson Wyatt to pre-registered participants on June 22. Survey responses are due to Watson Wyatt on July 24, 2009.
- ✦ For confidentiality:
 - Watson Wyatt, will validate, summarize and report findings
 - No individual company data will be shared with SAIC or any other participating organization
 - All participants will receive a report of findings, free of charge
- ✦ The survey will cover both policy and practice information, and report actual compensation data for the following DoD clearance levels:
 - Secret
 - Top Secret
 - TS/SCI
 - TS/SCI with CI Poly
 - TS/SCI with Full Scope Poly

***If you are interested in participating, or learning more about the survey, please contact:
Mitch Bardolf at Watson Wyatt (703-258-8111)***

Wisdom from the Goddess... *Continued from Page 5*

Items under \$10 – One person wrote that she loved getting M&M's as a reward (a person after my own heart – there is no greater treat than chocolate – except wine, of course). How easy is that? When this person does a terrific job, you go down the hall to the vending machine and presto – a readily available reward that may not last long (even though it melts in the mouth, not in the hand) – but that's not the point – the employee is a happy camper.

Items under \$100 – Since the possibilities are endless here, it's even more important to know what is important and welcome to your employees. I once had a boss who thought that a gift certificate for a massage was a great holiday present. And most folks would agree – but not the Goddess. I love facials, I love manicures/pedicures (FYI in case anyone wants to get me a present) – but massages, not so much. What I would have loved was the Barnes and Noble gift certificate that she got for the guys in the group (and differences by sex are a whole other topic). She "ass"umed the gals would love a massage, the guys some books – but she never asked and I still have three gift certificates in my desk drawer.

So, the morale of this story of reward and recognition – *YOU* don't have to know the answers to your employee issues – you just have to know how to ask the questions.

Now, for those of you who are especially remedial and don't want to benefit from the wisdom the Goddess has bestowed on you, there is also a good book you can get from the SHRM bookstore – *1001 Ways to Reward Employees* by Bob Nelson which is a "chock-full guide to rewards of every conceivable type for every conceivable situation, from the spontaneous gesture of praise to formal company-wide programs." Bob also has a couple of other books: *The 1001 Rewards & Recognition Fieldbook: The Complete Guide* and *1001 Ways to Energize Employees*.

Now you can truly be both cheap and caring.

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Spotlight on Mentoring Program Alumna: Nidhi Kunango

This month we're highlighting Nidhi Kanungo - 2009 Mentoring Program alumna. Nidhi is a 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.

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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.

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 280 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.

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Denise Henderson, PHR — President

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Email submissions to Seven.T@tie-inc.com.