

DELAWARE SHRM

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years



DELAWARE SOCIETY FOR HUMAN RESOURCE MANAGEMENT

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PRESIDENT'S MESSAGE

by Cindy Crompton-Barone, PHR, Chapter President

Come join the fun and excitement!

The first quarter of 2007 has been very exciting for DESHRM. We have hosted two program meetings and were pleased more than 160 members and their guests joined us to network and advance their knowledge. Nancy Bestwick and Ron Shane, Legislative Liaisons or the Chapter and State Council attended SHRM's annual legislative conference. Karen Stewart, Student Chapter Liaison, partnered with Goldey Beacom College and Wilmington College, hosted a "Wine, Dine and Act Fine" seminar for students. Attendees received valuable information to support their job search efforts as they enter the workforce.

These are a few examples of the events your board and committee members have organized or participated in this year. I hope you will take advantage of the information and resources we offer by accessing our webpage at www.DESHRM.org and also hope you will join me at one or all of these upcoming events:

- Program meetings in April, May, June, July, August, September and November
- Look for our exhibitor booth May 16th at the Department of Labor's 9th annual employer's conference
- DESHRM Annual State Conference (Rewarding and Motivating People to Succeed) in partnership with the Delaware Development Office, and the Governor's 3R Conference on October 9 and 10 at the Chase Riverfront Center.

We're looking forward to see you soon.

DELAWARE SHRM IS AWARDED SUPERIOR MERIT AWARD FOR 2006

by Cindy Crompton-Barone, PHR, President

In his letter, Keith J. Greene, SHPR, Vice President, SHRM Member Relations, said: "On behalf of the Society for Human Resource Management, I am pleased to confirm that your chapter has been awarded the 2006 Superior Merit Award. This award recognizes excellence in chapter operations and a commitment to providing meaningful programs and services to your members.

By achieving this award, your chapter distinguishes itself as an outstanding organization dedicated to serving the needs of your members and to the advancement of the human resource management profession. Throughout the year, we will continue to recognize your chapter's achievement as a Superior Merit Award chapter."

I would like to congratulate Vickie McCardell, past president of the chapter, and last year's board of directors for their hard work. Members see the benefits of an award-winning chapter through its programs and services. We look forward to your continued support and encourage you to join us.

HR: BUSINESS IS AT ITS CORE

by Shirley Farrell, SPHR, Board member-at-large

HR has a "seat at the table" HR is a "business partner" what HR proposes "adds value to the bottom line." These aren't just platitudes uttered by wannabe-strategists in today's human resources departments. In for-profit and not-for-profit enterprises alike, HR must deliver value to the organization.

Over the last two years, Delaware SHRM newsletter has interviewed top HR executives at various companies with significant local presence to gain insider access to the HR function at prominent workplaces.

In the October, 2005 issue, Rick Perles, Head of Human Resources at ING Direct, declared that "a winning performance culture is business-driven, and HR can act

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as the key facilitator." A few months before, Penny Stoker, AstraZeneca's Vice President, Human Resources, said she thinks about "the business first--what are the market and organizational challenges and things we need to put in place to reach goals and objectives of the business." As Ron Gray, Vice President, Human Resources, AAA Mid-Atlantic told us last year, "There are no HR issues, just associate-related business issues." In July, 2006, I. Gail Howard, Vice President, Human Resources, Wilmington Trust Company, stated that "people are willing to come to HR with the tough issues."

Nearly everyone interviewed mentioned a top focus in their companies and throughout the field of human resources, in variations on the same theme:

- Stay in touch with emerging business and technology developments
- Develop business acumen, business relationships, and understanding of how to bring our profession to bear on business issues
- Get to the strategic table and stay there, have a voice that is heard and listened to at that table, & deliver results
- Measure and communicate value of HR services by quantifying business value of all expenses
- Create an understanding of how investment in human capital translates to the bottom line

Whether you are Ernest Jenkins, Vice President, People Strategies and Human Resources, Pepco Holdings, Inc., managing the integration of distinct companies; Jim Borel, Senior Vice President of the DuPont Company, dramatically revamping the HR function; or Donna Frey, Leader of HR for W. L. Gore & Associates, where the nature of their unique culture is to always be in a healthy state of flux, the role of supporting business executives with change leadership is key for HR professionals. Being a change agent with its attendant competencies is a requirement for HR folks whose organizations are or will be in transition.

How often are HR change agents described as "people persons?" An apt description, as leader after leader emphasized the importance of developing people, training them, and providing constant, continual learning. "Employee engagement," the theme of our recent DE SHRM Conference, was defined by AstraZeneca's Stoker as "getting the hearts and souls of employees into work every day." "Talent management" is HR working with managers to develop skills and accountability for their teams; in other words, to be coaches.

Last fall, Borel of DuPont described for us their HR transformation process of "engaging in work that creates

value, minus transactional work--routine administrative tasks such as getting people paid, employee data management, etc.--to develop and implement the people strategies that will help our businesses grow." Simple economics, no?

Andrew Cassel, in his final "The Economy" column for The Philadelphia Inquirer, said that "at its core, economics & is about making choices, balancing risks and rewards, and creating wealth in the broadest sense. The primary focus should be on developing human capital." That's what our top HR execs did for themselves and continue to promote in their companies.

In case you missed it, the career path of our HR execs took no particular turn to land them in the top job. From locomotive engineer to elementary school teacher, from tax accounting to information technology, no two climbs up the ladder were alike. In Cassel's idealized world, "people would learn mainly about investing in themselves," starting at an early age. So for the newly-minted grad with the Human Resources degree as well as the banker with a role on the Diversity Council, there's always room at the top!

2007 DELAWARE SHRM STATE CONFERENCE NEWS

by Richard Burton, MBA, Conference co-chair

This year's conference will take place at the popular and centrally located Chase Center on the Riverfront. The theme is Pathway to Performance: Motivating and Rewarding People to Succeed.

Delaware SHRM is partnering with the Delaware Economic Development Office (DEDO) to deliver a comprehensive conference with opportunities to learn about DEDO and its mission. That mission involves "attracting new investors and businesses to the State, promoting the expansion of existing industry, assisting small and minority-owned businesses, promoting and developing tourism and creating new and improved employment opportunities for all citizens of the State."

We have been planning the conference since January and have an energetic and dedicated group of volunteers giving their time to ensure that the conference continues its tradition of advancing the profession of HR in Delaware.

For more information and ongoing updates regarding the conference, please visit us at: http://www.deshrm.org/2007_shrmdc_conference.cfm

CONSISTENCY: STICKING TO THE JOB DESCRIPTION IN HIRING DECISIONS CAN PROTECT YOU

<http://www.postschell.com>

by Robert J. Toy

Virtually every position comes complete with a job description in today's world. Similarly, almost every employment vacancy is the subject of a job posting or announcement. Typically, these documents provide information about what is expected of a person holding or applying for the position, and attempt to define what are "essential" versus "non-essential" functions of the job.

The descriptions also typically define the necessary qualifications a person must possess in order to be hired into the position. Such qualifications may include a certain educational degree or a given number of years of experience in the field.

From time to time, human resources professionals may meet an applicant who exhibits personality traits that would be perfect for the job, but fall just short of the qualifications purportedly "required" by the job description. Do you hire the person anyway? After all, in your professional judgment, he or she would likely succeed in the job despite the lack of objective qualifications.

According to the United States Court of Appeals for the Third Circuit, of which Delaware is a part, hiring an unqualified applicant can hinder the employer's ability to later defend a discrimination lawsuit by claiming that another applicant--who turned out to be a plaintiff--was not qualified for the position.

In *Scheidemantle v. Slippery Rock University*, 470 F.3d 535 (3d Cir. 2006), Judy Scheidemantle applied for a locksmith position posted by Slippery Rock University. The posting stated that the position required two years of locksmithing experience, which Scheidemantle did not have. The male applicant ultimately hired for the position also did not have the requisite experience.

Scheidemantle filed suit, alleging age and sex discrimination. Slippery Rock defended the lawsuit on the ground that Scheidemantle did not possess the requisite two years' experience. Slippery Rock correctly noted that, in order to prove an initial case of discrimination, Scheidemantle had to affirmatively prove that she was qualified for the job. Slippery Rock argued that because there was no question she did not possess the requisite two years' experience, she could not prove she was qualified and could not prevail in the lawsuit.

Scheidemantle countered that because Slippery Rock

had hired an applicant who did not have the two years' experience, it could not claim that she was not qualified. Scheidemantle claimed she was at least as qualified as the successful applicant, and that the qualifications stated on the job announcement were not controlling. The Third Circuit agreed and stated, "by departing from a job posting's objective criteria in making an employment decision, an employer establishes different qualifications against which an employee or applicant should be measured for the position." Accordingly, the Third Circuit ruled, Scheidemantle was perfectly well qualified for the position and her lawsuit was permitted to continue.

Lessons learned

The lesson to be learned from a human resources perspective is that, once drafted, the qualifications required by a job description or job announcement should be followed uniformly. If an employer ignores the qualification requirements and hires an employee it believes will succeed despite lacking the qualifications, the employer could be precluded from relying on the qualifications standards in refusing to hire or promote another employee in the future.

Human resources professionals, therefore, should exercise careful discretion in drafting job descriptions or announcements, and in hiring or promoting employees who do not possess the requisite qualifications.

Mr. Toy is an attorney in Post & Schell, P.C.'s Business Law and Litigation Department, where he practices labor and employment law. For further information, contact him at 215-587-1091 or rtoy@postschell.com.

DELAWARE SHRM MEMBERS

Did you know that you can update your personal information in the Delaware SHRM membership directory? Just go to the Membership page, login and click on "Update User Profile," which appears just after Member Services at the top of the page. Simply update the information that's changed and click Reset. Your record will change immediately.

DELAWARE STATE COUNCIL

by Frank B. Ingraham, SPHR, Director, Delaware State Council

Springtime greetings to all SHRM members and HR community. Significant SHRM-related events are taking place in and around Delaware.

Training current and future leaders: Susan Post and Phyllis Shur-Hannah hosted the first quarter 2007 Northeast Region meeting, in Providence, RI. The meeting, which

took place in mid-March, included chapters from all eleven states in the region. At the end of March, Rutgers hosted the Student Conference & HR Games. Students from Goldey Beacom College and Delaware State Council members took part in the event.

Delaware chapters: Attendance at DESHRM and Delmarva Chapter meetings is growing every month. sAlmost all of Delaware SHRM Board members are planning to attend our first Delaware State Leadership Conference this July, and neighboring NJ and MD State Councils extended an invitation to DE State Council members to attend their Leadership Conferences.

Let's also challenge ourselves to keep growing our Delaware SHRM membership and support our upcoming networking event. Reach out to just one fellow HR colleague and encourage them to come out to a future SHRM meeting and/or event. These are definitely exciting times, with lots of activities.

We should feel truly fortunate to have such dedicated HR Professionals providing the leadership for all of our SHRM members. Feel free to contact a Board member and seek out an opportunity to get involved, there's strength in numbers!

Special thanks to everyone for their ongoing support and make sure you have October 9th & 10th on your calendars for the combined Delaware SHRM State HR Conference and the Governor's Recruitment, Retention & Resources Conference.

Tell a friend, bring a colleague, enjoy the experience!
<http://delawareesc.shrm.org/>

WORKERS' COMP BULLETIN: IMPORTANT NEWS FOR DELAWARE BUSINESSES

<http://www.ycst.com>

by Margaret M. DiBianca

Delaware's workers' compensation system has undergone a major overhaul. The new law contains several significant changes that are important for employers to understand. Delaware Insurance Commissioner, Matthew Denn explains some of these changes and the benefits that both employers and workers can expect to see.

Q: Matt, the new statute includes significant changes to the state worker's compensation system. What motivated the new legislation?

A: The bill is an aggressive attempt to help the state's employers improve their competitive advantage with the lower insurance costs available in other states, while still maintaining a system that provides workers with the treatment they need to get well and return to work.

Q: It is no secret that Delaware employers pay substantial premiums for workers' compensation insurance. Does the new law include any cost savings for employers?

A: In short, yes. Proponents of the law are optimistic that these changes will result in serious benefits for employers, including, over time, a 15% to 21% reduction in insurance premiums.

Q: What other benefits can employers expect?

The Act will likely result in several benefits to employers. For example, the Act clarifies how to calculate wage rates for an employee with a limited work history. Also, employers are not required to make indemnity payments for periods when the injured employee is incarcerated. Notably, the law is intended to reduce the costs of premiums, thus providing direct-to-employer savings by containing health care costs through the rate filing process.

Q: Do those benefits detract at all from the protections offered to injured workers?

Just the opposite. The new law also includes protections for employees. For example, it creates new procedures for the application for and collection of attorneys' fees. Employees' counsel are now required to have written fee arrangements with their clients. An attorney requesting fees and costs must now submit an affidavit verifying their compliance with the ethical rules of conduct. And, attorneys who do collect fees may not do so from the client-employee's periodic benefit payments, absent special circumstances and the approval of the Board. Finally, when attorneys' fees are awarded, the fees must first be used to offset any financial obligation the employee otherwise has to his or her counsel.

Q: What about timeliness of payments to injured workers? Does the law address how promptly claims are paid and the impact of payments on employers?

Yes, absolutely. The new law implements preventative measures to ensure that those who are injured at work are given access to benefits as quickly as possible. Under the new law, employers and insurance carriers may make benefit payments without waiving their right to later contest the employer's obligation to pay. This enables employers who are in doubt about the validity of a claim to give the employee the benefit of the doubt without later being punished for their willingness to compromise.

Q: Who else does the law affect?

One important feature of the new law is the requirement that out-of-state contractors now must match Delaware benefits when doing business in the State. This ensures that all Delaware workers will receive the coverage they need, regardless of whether their employer is technically classified as a "Delaware employer."

Q: What about insurance disputes? Are there any new procedures employers should understand if they are faced with a disputed claim?

Yes. Voluntary mediation is now available before the Insurance Appeals Board. Mediation has long been a featured service offered by the Department of Labor and the Department of Insurance is very pleased to be able to offer mediation as a low-cost, front-end dispute resolution technique. Also, if the Board later determines that insurance fraud was committed, the Department of Insurance is now authorized to order restitution payments be made to the employer or carrier.

Q: The law also creates an entirely new Health Care Advisory Panel, which is expected to participate in overseeing the rates charged for medical care provided to injured employees. Who will be on the Panel and what is its role expected to be?

One of the most significant changes under the new law is the creation of a Health Care Advisory Panel. The members of the Panel will be appointed by the Governor and will be charged with the responsibility to establish a fee schedule for medical costs and charges. The goal is to eliminate those health care providers who charge at the very highest rates.

Q: Has there been a procedure selected for how the Panel will monitor the rates?

First, the Panel will evaluate the customary fees for seven or eight of the most common procedures. The top 25 percent of the fees will be removed from consideration. Physician's charges will then be established at 90 percent of the 75th percentile of the fees for that procedure. Fees for hospitals, laboratories, pharmacies and other professional services providers will be capped at 85 percent. Emergency treatment is excluded from this fee schedule.

Q: Will the Panel have any other duties?

The Panel will also issue protocols for the medical treatment of work-related injuries. The Panel will establish a standardized form for use by employers and health care providers during treatment. The goal of the standardized forms is to develop a uniform and consistent reporting system that helps injured workers to promptly return to work. In turn, the data gathered with the forms will enable the Panel to determine the effectiveness and costs of the new system. Essentially, the Panel will operate as a checks and balances to ensure the new system is operating as effectively as possible. The Department of Insurance is hopeful that this will enable both Delaware employers and employees to receive the best benefits and protections possible under the new law.

DELAWARE SHRM ACCEPTING APPLICATIONS FOR SCHOLARSHIPS

Deadline is September 10, 2007

by Karen Stewart, Student Chapter Liaison

The Delaware Society for Human Resource Management (SHRM) is pleased to invite students to apply for the 2007-2008 Undergraduate and Graduate Student Scholarship. Scholarships will be awarded at the annual Delaware SHRM State Conference on October 9-10, 2007.

The Delaware Chapter of SHRM is the premier human resources association for The First State. Since 1974, we have provided members with professional development, relevant HR information, legislative updates, and networking opportunities that stimulate professional growth and enhance workplace contributions. One of our main objectives is to provide a wide range of educational sessions, programs and other activities that allow members to develop and enhance their expertise in the various functional areas that constitute human resource management. Because our emphasis is on education, this year we have chosen to provide up to three \$2,500 scholarships to students majoring in Human Resources or a related program.

Who is eligible?

- Undergraduate students enrolled in a Human Resources program or a related program at a Delaware college with a 3.0 GPA or above
- Graduate students currently enrolled in a Master's Degree program at a Delaware college and clearly pursuing an emphasis area in Human Resources or a related program with a 3.0 GPA or above

All applicants must be enrolled in a degree program and continuing their education during the 2007-2008 academic year. All applicants must complete and submit an application, including letters of recommendation, resume, transcript, and essay to the address above by September 10, 2007.

The Delaware SHRM Scholarship committee will review the packages and provide feedback in late September. We will consider your passion for the HR field, commitment to a career in human resources, and scholastic average and standing. We also will consider the total achievements and need of each applicant. We recognize that strength in one area could outweigh deficiency in another.

If you have any questions, please e-mail Karen Stewart. We look forward to hearing from you!

REGIONAL SCHOLARSHIP PROGRAM FOR SHRM MEMBERS

Deadline is July 16, 2007

New for 2007! The SHRM Foundation has doubled its scholarship funding and will be awarding a total of \$100,000 to SHRM members, chapters and state councils. \$50,000 in scholarships was awarded in 2006.

Applications are now being accepted for the following scholarships. Deadline to apply: July 16, 2007.

- 60 Certification Scholarships of \$750 each
- 40 Academic Scholarships of \$1375 each

The scholarships are awarded through the local SHRM regions. Applications will be judged in the following five groups:

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

Each group has a total of \$20,000 to distribute in scholarships annually which guarantees that there will be scholarship winners in every region. Twelve certification scholarships of \$750 each and eight academic scholarships of \$1375 each will be presented in each group.

Eligibility

All national SHRM members pursuing a college degree in human resources or working towards SPHR, GPHR or PHR certification are eligible to apply. (Note: SHRM professional, general or associate members may apply; however student members and local-only members of chapters are not eligible for this scholarship program.) In addition, chapters and state councils are eligible to compete for the scholarship money to fund programs that promote SPHR, GPHR or PHR certification locally.

SHRM members outside the U.S. are eligible to apply. In place of a SHRM region, they should write 'international' on their applications. International applications will be distributed among the five regions for judging.

Timeline

July 16, 2007: Postmark deadline for applications.

August 15, 2007: Scholarship recipients selected.

August 25, 2007: All applicants advised of scholarship decisions.

August 30, 2007: State councils and chapters provided with list of winners.

September 15, 2007: Scholarship checks distributed to all winners.

For more information, visit the SHRM Foundation Regional Scholarship web page.

SHRM FOUNDATION SCHOLARSHIPS FOR 2007

Deadline is October 12, 2007

The SHRM Foundation Board of Directors has established the funding of three (3) HR scholarships: one graduate scholarship (\$5,000) and two undergraduate scholarships (\$2,500 each).

Scholarship applicants must be national student members of SHRM, as verified by the SHRM Student Program Manager.

Undergraduate student applicants must have completed at least 55 semester hours of course work in an HR major or HR emphasis area, including at least one HR Management course. An overall GPA of at least 3.0 on a 4.0 point scale is required.

Graduate student applicants must be enrolled in a Master's Degree program and clearly pursuing an emphasis area in HR and/or IR and have completed at least 12 hours of graduate course work with at least a 3.5 GPA.

Scholarship applications should include:

- Completed scholarship application form
- Official, sealed copy of student transcript(s)
- 1 or 2 page typed resume
- 2 scholarship reference letters, one from the SHRM Student Chapter Faculty Advisor and one from a local SHRM professional. A third reference from a work-related source is optional.

Submittal of application:

- Applicants should submit three (3) copies of the completed application, three (3) copies of all attachments to the application (except the transcript(s)), and one (1) copy of each official, sealed transcript.

- Entries should be mailed to: SHRM Foundation
Scholarship Selection Committee 1800 Duke Street
Alexandria, VA 22314

October 12, 2007: Deadline for submitting scholarship application

December 7, 2007: Announcement of scholarship winners

Please direct inquiries by email Sandi Peyton, SHRM Foundation Administrator, or by phone at (703)535-6020.

SHRM RESEARCH FOUNDATION

Employees who are engaged in their work and committed to their organizations give organizations crucial competitive advantages-including higher productivity and lower employee turnover. A new report from the SHRM Foundation on Employee Engagement and Commitment helps you to separate fact from hype regarding engagement. Learn the specific HR practices that will help you to increase employee engagement in your own organization. Visit the SHRM Foundation web page to download your free report.

More on the SHRM Foundation: <http://shrm.org/foundation>

RESOURCES FROM THE STATE OF DELAWARE

Free Bus Transportation for New Employees

Get A Job--Get A Ride is a free program to help new employees get to work during their first three weeks of employment. This DART First State program provides new hires with a 3-Week promotional pass for free bus transportation to and from work.

To enroll, employers must send DART a letter on company letterhead stating that the new employee has been hired. The letter must include the employee's name, home address, start date, and company contact person with company mailing address, and must be submitted within 30 days of hire.

This information can be mailed to DART, Get A Job Get A Ride, 900 Public Safety Blvd, Dover, DE 19901, or faxed to (302) 760-2803. Questions can be directed to Alison Kirk, Programs Specialist at (302) 760-2803. For additional information, please visit <http://www.DartFirstState.com/gjgr>

2007	Program/Event
April 23 - 24	<p>SHRM Staffing Management Conference & Exposition.</p> <p>New Orleans Marriot, New Orleans, LA</p> <p>Attend the one and only conference dedicated to HR professionals specializing in employment and staffing. This event is specifically designed to focus on the distinctive interests and professional development needs of employment professionals.</p> <p>For more information & registration: http://shrm.org/conferences/staffingmanagement</p>
May 8	<p>Delaware SHRM monthly meeting: Crafting Persuasive Job Descriptions Where s the Sizzle?, Paul Siker, Principal, Advanced Recruiting Trends</p> <p>Dinner meeting: 5:30 pm Registration & networking; 6:20 pm Dinner; 6:45 pm Program. Cavalier Country Club, 100 Addison Drive, Newark, DE</p> <p>Registration deadline: Monday, May 7, 2007, at noon. Discounts for early registrations! Register online at www.deshrm.org/monthlymeeting.cfm or by phone at 302-367-7476. Cancellations after deadline and no shows will be billed.</p>
June 12	<p>Delaware SHRM monthly meeting: Building Better Infrastructure for Better Execution, Tracee L. Hunt, Vice President, Human Resources, The Philadelphia Coca-Cola Bottling Company</p> <p>BREAKFAST meeting: 7:30 pm Registration & networking; 8:00 am Breakfast; 8:25 am Program. Program ends at 89:30 am. Cavalier Country Club, 100 Addison Drive, Newark, DE</p> <p>Registration deadline: Monday, June 11, 2007, at noon. Discounts for early registrations! Register online at www.deshrm.org/monthlymeeting.cfm or by phone at 302-367-7476. Cancellations after deadline and no shows will be billed.</p>
June 24 - 27	<p>59th Annual SHRM Conference & Exposition.</p> <p>Las Vegas Convention Center, Las Vegas, Nevada</p> <p>The SHRM Annual Conference & Exposition offers for the best price in the market today the most comprehensive and relevant professional development programs that improve your knowledge, skills and abilities as an HR professional.</p> <p>For more information & registration: http://shrm.org/conferences/annual</p>
July 10	<p>Delaware SHRM monthly meeting: Maneuvering Investigatory Minefields, Jonathon Segal, Partner, WolfBlock.</p> <p>Dinner meeting: 5:30 am Registration & networking; 6:20 pm Dinner; 6:45 pm Program Cavalier Country Club, 100 Addison Drive, Newark, DE</p> <p>Registration deadline: Monday, July 9, 2007, at noon. Discounts for early registrations! Register online at www.deshrm.org/monthlymeeting.cfm or by phone at 302-367-7476. Cancellations after deadline and no shows will be billed.</p>
August 14	<p>Delaware SHRM monthly meeting: Talent Pipelines, Staffing Supply Chains and the Candidate Experience, Gerry Crispin, SPHR, author of Career XRoads.</p> <p>Dinner meeting: 5:30 pm registration & networking; 6:20 pm dinner, 6:45 pm Program. Cavalier Country Club, 100 Addison Drive, Newark, DE</p> <p>Registration deadline: Monday, August 13 at noon. Discounts for early registrations! Register online at www.deshrm.org/monthlymeeting.cfm or by phone at 302-367-7476. Cancellations after deadline and no shows will be billed.</p>
October 9 -10	<p>New this year! Combined Delaware SHRM State HR Conference and the Governor's Recruiting, Retention & Resources Conference, Wilmington, DE</p> <p>Chase Center on the Riverfront Wilmington, DE</p> <p>Mark your calendar now! Join HR professionals in the region at this one and a half day conference. This year's theme is "Pathway to Performance: Motivating and Rewarding People to Succeed."</p>
October 10-12	<p>SHRM Strategic Conference</p> <p>Tampa, Florida</p> <p>For more information & registration: http://shrm.org/conferences/strategy</p>
October 18-20	<p>SHRM Workplace Diversity Conference & Exposition</p> <p>Philadelphia, PA</p> <p>For more information & registration: http://shrm.org/conferences/diversity</p>