

DELAWARE SHRM

GROWING PEOPLE...
GROWING ORGANIZATIONS

1975-2005
30
years



DELAWARE SOCIETY FOR HUMAN RESOURCE MANAGEMENT

VOLUME 4 ISSUE 1

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LOOKING BACK ON 2006

by Vickie McCardell, PHR, Past Chapter President

In 2006 we attained our long-term chapter goal of 300 members. That is exciting news for all who have promoted the chapter to their fellow human resource professionals. We were able to reach that goal due to the time and effort of the Delaware SHRM Board of Directors and committee members, who are willing to give their time and effort to promote the chapter. I have seen in the past five years how much can be accomplished when people work together to promote the human resources profession.



Our membership growth shows that our outstanding chapter activities are meeting professional needs. We listened to our members and improved our website and moved from a paper newsletter to an electronic edition. Our monthly programs are well attended, and attendees learn from the speakers as well as from the meeting sponsors. Our annual state conference has grown in size and professionalism. We are pleased that so many sponsors and exhibitors look forward to working with us. We are also pleased that more chapter members are becoming active members.

awarding annual scholarships to students majoring in human resources. We want student members to become life long members of Delaware SHRM.

It has been a privilege to be a member of the Delaware SHRM Board of Directors. I will continue working with the Board as Past President and will also work with the Delaware State Council as Director-elect.

Please give Cindy Crompton-Barone your full support as she undertakes the position of Chapter President. She has a lot of chapter experience and will do a wonderful job.

LOOKING FORWARD TO 2007

by Cindy Crompton-Barone, PHR,
Incoming Chapter President

Happy New Year! I am very excited to be a part of Delaware SHRM in 2007 and look forward to continuing the momentum in place from the 30 plus years of talent and leadership that has led the Delaware Chapter to become more than 300 members strong.

Our focus in 2007 is to build relationships with our members and community agencies, enhance the resources offered to members and organize the seventh annual State Conference "Pathway to Performance: Rewarding and Motivating People to Succeed.

This Chapter has a very committed Board of Directors eager to provide you our members with informative programs, networking opportunities, resources (newsletter and website) and certification to support advancing the Human Resources Profession.

Our year has begun with great excitement. Over 60 members attended the January program meeting and found great value from learning about our community outreach organization Caring Partners services, our sponsor Christiana Healthcare's Wellness Resources and our Guest Speaker, Mike Byam from (The Terryberry

AFFILIATE OF



SOCIETY FOR
HUMAN
RESOURCE
MANAGEMENT

Delaware SHRM has developed good working relationships with Goldey Beacom College, Villanova University and Wilmington College. We want to reach the human resources professionals of the future, and one way we do that is by

Company) speak about “Building a Recognition Culture for the Fast Lane.

Organizing and hosting these events cannot be done without the support of the Delaware SHRM Board of Directors. Their talent has and continues to be critical to the success of this chapter. I present to you, your Delaware SHRM Board of Directors and thank them for their commitment in 2007.

- Melissa Greene, PHR-President-Elect
- Vickie McCardell, PHR- Past President
- Vickie Tully, SPHR Secretary
- Anita Marzulli-Bozzo, PHR Treasurer
- Frank B. Ingraham, SPHR State Council Director
- Cheryl Jennings, PHR Co-VP Programming
- Tricia Clendening Co-VP Programming
- Heather Shupe Co-VP Membership
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- Rich Burton, Conference Co-Chair
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- Irene Monley, Communications Chair
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- Nancy Bestwick Legislative Chair
- Donna Moss Nominations Chair
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- Karen Stewart Student Chapter Liaison
- Joseph Stevens Certification/Education Chair
- Cindee Porter Diversity Co-Chair
- Christine Hahn-Profitt Diversity Co-Chair
- Laurie Sample Chapter Administrator
- Shirley Farrell-At Large
- Helen Groft-At Large
- Judy Grant-At Large
- Kiran Taunk-At Large

We look forward to meeting each of you personally at a future program meeting. Please visit WWW.DESHM.org to review dates, times and register to attend on-line.

DONNA FREY, LEADER OF HR, W.L. GORE & ASSOCIATES

by Irene Monley, SPHR, Chair, Chapter Communications

COMPANY PROFILE

W.L. Gore & Associates began in 1958, when Bill and Vieve Gore set out to explore opportunities for fluorocarbon polymers, especially polytetrafluoroethylene (PTFE). Today, the enterprise has approximately 7,500

associates in 45 locations around the world. Annual revenues top \$1.98 billion. Its products provide innovative solutions throughout industry, in next-generation electronics, for medical products, and with high-performance fabrics.

Gore has repeatedly been named among the ‘100 Best Companies to Work for in America,’ and the company culture is a model for contemporary organizations seeking growth by unleashing creativity and fostering teamwork.

Delaware SHRM: Donna, thank you for setting time aside to talk with us today.

Donna Frey: I’m looking forward to it.

THE CULTURE AT W.L. GORE

DE SHRM: Let’s start with W.L. Gore’s well-known culture. Would you tell us about it?

DF: Back in the late 50’s, the company was founded by Bill and Vieve Gore based on a culture that emphasized belief in the individual and the power of small teams. Ultimately the culture is about people. If you believe in them and give them the kind of environment where they can turn their capabilities loose and use them to the max, you see great business results. It’s a really powerful business equation.

Bill had experienced the task force concept at DuPont and thought it could work on an organizational/enterprise level. Think of it in terms of teams, with no appointed leaders, coming together to solve problems, with leadership and trust naturally evolving as the team grows and understands what they’re trying to accomplish.

Now part of HR’s role now is to make sure our culture continues to live, while we grow and appropriately change the culture in a very different world today.

How are you adapting the culture to today’s world?

One of our great challenges is to take our fundamental beliefs and core values and understand how they work in the context of the cultures of the countries in which we’re located. We’re now a global organization formed in clusters of facilities. We have plant clusters here in the Maryland/Delaware area, in Arizona, Europe and now the Asia-Pacific region.

We’re working very hard to understand the regional

cultures where we operate and listening to our associates to truly understand what works for them in their regional cultures. We're also doing a lot of work with our leaders and associates on how the local culture translates into behaviors—and it does come down to day-to-day behaviors. For instance, we're finding that Asia tends to be a very hierarchical region of the world. So how do you take our culture, which is built on direct communication, relationships and really no titles, and overlay it there?

We have four principles: fairness, freedom, commitment and waterline. They sound good on paper, but what do they really mean when you and I interact everyday? How do they translate in the various cultures? You have to work at a grass-roots level with associates and leaders of teams within the regions to talk about how we are going to operate as a team; how we are going to hold each other accountable; and what it is going to look like when we're doing it well.

Do you train people in the culture?

We absolutely do. We have an integration program called "Building on the Best" when associates first come into Gore. It's a two- to three-day program that starts after associates have been here a month or two. A lot of it is about the culture. We try to weave culture experiences into all of our training.

We also work with smaller teams and in plants. We continuously talk about the culture, both to reenergize our associates about it and to understand what's going well.

Another really important thing we do is a culture survey every year. It's anonymous—one of the few things we do anonymously, because we believe very much in one-to-one communication and being direct and open with each other. Associates identify their plant and work team. We send the results back to team leaders electronically. It's a way to say here's what you, as a plant or as a team/division, are feeling good about and here are some things we need to talk about. Leaders are ultimately accountable for acting on the survey results, but as associates, we all feel accountable. So groups of associates sit down and talk about the results.

When recruiting new employees, do you look for specific behaviors and competencies to match your culture?

Yes. Our recruiting and interviewing processes are extremely important to us, and it's one of the reasons we have not outsourced that role. We believe it's very

important to bring people in who not only who have the right talents and experiences, but who also have core values and fundamental beliefs that align with ours.

It's about how people operate at the core of who they are and what's important to them. It means believing and trusting in others, building good relationships and wanting to be part of successful teams.

We do experiential interviewing, which a lot of people do today, and try to get to the heart of what drives people. When we hit it right, it is really something very special.

How does leadership development fit in?

At Gore, we have five dimensions of leadership, with competencies under them. We look at: how does one lead him- or herself, because first you have to be able to follow through on your own commitments well; how do you lead others; are you able to create a vision that others want to follow; are you good at helping a team to meet that vision; and then are you able to do it all in the context of our culture?

Think of it as a puzzle with four pieces, and the culture piece is in the middle tying it all together. It's very important that our leaders are able to do well within those five dimensions. None of us is perfect; we're better at some pieces than others. But it is really important that we lead within the context of this culture.

It's not easy, because we don't have authority by position. It has to be earned. You have to be able to influence others. It is in many ways tougher to be a leader here at Gore than it is in some other organizations where you have more assumed authority that you do not have here.

Today in a global environment and with virtual teams, what you expect of leaders is so much more complex than it was years ago. Within the context of our culture—where you're really trying to absolutely make sure that people understand the vision, understand how they play into that vision, feel supported and challenged within the context of that—it is extremely complex.

How do you balance the expectation of people "earning" their authority with the need to identify leaders?

For years we've said that leaders are identified by their followers. In some cases it's been an inhibitor to our development of people who show early leadership capabilities, because we wait a long time to make sure that that "followership" is there. What we're trying to

do is get better at identifying the associates early on who are beginning to take lead roles in project task forces, to whom we see others beginning to turn. We're trying to identify more quickly those people who are able to gain a natural followership, then develop them more aggressively into leadership roles. We're just on the cusp of our work on accelerating development, but we see very clearly how important it is. The world is moving more quickly and as we grow, we're requiring more leaders.

HUMAN RESOURCES AT W.L. GORE

DE SHRIM: What's the role of HR in the company?

DF: We're very fortunate that HR at Gore is a real business partner.

Let me tell you a little bit about how our HR team is organized. Gore has four divisions plus a core technology team. Our four divisions are: industrial products, medical products, fabrics and electronic products. The divisions are very much customer facing and profit-generating.

HR is organized around those four divisions. We have HR generalist teams embedded in those teams. We also have HR teams that are organized to support the divisional teams—recruiting, training and development, diversity, and total compensation, which includes compensation, benefits, and retirement. These groups are enterprise, or corporate, groups that support the divisional teams.

Both the division and corporate teams are very much focused on four capabilities: attract top talent; have engaged and energized associates; grow the associates and teams that they are part of; and do all of them in the context of our culture. These aren't HR capabilities—we want to do these things really, really well as an enterprise.

Now those are the things that all companies want to do. Our philosophy is that, if we can do those things really, exquisitely well, most everything else will take care of itself.

Another piece of our focus is on having systems and processes that allow us to do those things as effectively and efficiently as we possibly can.

When you look at our divisions/our businesses, our generalists are really true business partners. We can see it in how they're pulled into crucial business discussions and planning. And when we do our contribution process, which is a peer ranking, we can see how much they're valued. We also can tell by the results that we're getting around the business-critical issues.

We want our HR team focused. We want to be looked on as leaders in the business of our people, our culture and our organizational effectiveness. Everything you read—and I don't think it's any different at Gore—is that leaders are really looking for HR today to be true business partners who bring functional excellence from an HR perspective.

If you went out and talked to our leaders today, I think they would say that HR is providing that. Do we have a long way to go? You bet. But I think our leaders feel really good about the support and the leadership they're getting from their HR team, around people/culture/organizational effectiveness.

HR should feel bottom-line responsibility and have a leadership role in the business when it comes to how the people, the culture, and the effectiveness of the organization affect our ability to reach our business goals.

How are your HR people developed to fulfill that role?

We're doing some work on that right now. We're taking a fresh look at our competencies as an HR team and getting together to discuss the competencies and development options they present.

Again, this isn't different from what anyone else in the HR world is seeing—we're seeing that where we need the most development, particularly when you take a look at the generalist role and those who are embedded directly in the businesses, is in business acumen and organizational effectiveness—the OE/OD part of that. Much of what we're being asked to do today falls into organizational development skills and capabilities.

We're working hard to raise the bar around both of these competencies. We're also looking at the specialty roles and the technical competencies that go with those, which are over and above the general skills and capabilities that we need.

The corporate staff—the people that are supporting the generalists—do they stay business-focused?

We have a mantra—the 'ONE HR team' concept. By that we mean our business leaders and associates are really looking at us to provide seamless service. They don't want to hear one thing from recruiting and something else from compensation, for example.

The corporate teams need to fully understand the enterprise critical issues, plus the divisional critical issues, and then develop their business plans around them. The corporate teams have to look at those plans separately and together to make sure that they are servicing the divisions together.

Let me give you an example of what happens when HR teams are in silos. A few years ago we were working with a sales team. Our generalists knew the sales team had people who were not feeling good about their commitments and the money they were making. They were raising some flags. Our recruiting team knew that it was difficult to get the caliber and type of sales people we needed, and that when we made offers, we were not in line with the external market. They were raising the flag. Our compensation team was seeing data that said there was a problem. They were raising the flag. We did not work together as one HR team. We did not provide the solutions and options to our business leaders we should have. We were operating in silos. And we were really slow, to the point that it was jeopardizing business, to bring all this together to help provide options.

I hope that wouldn't be the case today, because this is an example from a few years back. It's not about raising flags. It's about being part of the business and seeing it together. It's about working with business leaders to help provide solutions. The way we're doing that today is lots of communication.

Our recruiters are working directly with the functional and business leaders to understand the business and critical issues. Our compensation team is out working to understand the business and the talent needed. They're working together to develop the compensation and benefit programs to do that. Even though we're centrally organized, we are absolutely out in the businesses working with leaders to understand their pains, their critical issues, and then working together with them to come up with business solutions.

We're having different kinds of HR meetings to bring the collective wisdom together--to make sure that within HR itself we're providing solutions that are from the broader HR team. We still have a lot to do around that. It's tough, but we're starting to see the powerful difference it could make. We understand how important it is.

Employee engagement, workforce readiness and diversity are hot topics in HR circles today. Do they have any traction in Gore and do you see them as strategic issues?

They all have a little bit of traction. Engagement and diversity a little bit more, and all three absolutely are strategic issues for us.

In some of our recent cultural work with some of our teams, we show a video of Bill Gore created back in the early 80's. In it he's talking to a group of Gore associates in Flagstaff, Arizona, and saying that studies say that most human beings use only about ten percent of their capacity mentally. He looks at the group and asks, "What it would be like if we could just get them to use just 20 percent?"

So this is Bill Gore back then, even before engagement became a buzzword. He's asking how do you get people engaged to the point where they're energized about bringing their whole self and as much of their capability to work as they can bring? So yes, it's absolutely something that we're focused on. We believe that our culture and the way our leaders work naturally takes care of some of it. But you can never be satisfied.

We're trying to look, like everybody else, at the things that really engage people. What do we think we're doing well; what are the things that do we think we could do better; and particularly, how can we do better in an organization that is growing, that is more virtual, that is more global?

It was easier to engage people when we had 100 – 150 associates per plant and the plant was "the team" back in our early days. Engagement was much easier than in the kind of world we live in today, given the speed of it, the virtual nature of it, the global nature of it. So yes, that's something that we're absolutely working on.

We certainly are doing a lot of work around the skills and capabilities that we need today in associates and what we think we're going to need five to ten years out. Everything you read says it's going to be tougher and tougher to be able to attract the talent we need. Gore has been fairly lucky, particularly here in the US and Europe, to be able to attract really good people. But it's getting more difficult, and we know it's going to get a lot more difficult. We have a lot of work to do from a strategic recruiting perspective, identifying those talents that we're going to need and really beginning to look at relationships and pipelines, and how we're going to go about getting the talent in different ways than we've done before.

We're very proud of how we look at diversity. It is absolutely not a numbers thing for us in any way. We know that the population and the talent coming at us is going to be very different than it is today. So we look at diversity more in the context of culture--in the context of

wanting diverse thinking, diverse experiences, and diverse backgrounds--and we talk about how we can develop a culture that's real for all the people we bring in our doors.

When you're able to bring in differences in such a way that they're complimentary, that's where innovation comes from. One of the things we have to be worried about is that, as the company grows, we get too much same-think. It's dangerous when everybody needs to think alike and act alike because that's the politically correct thing to do. It's an innovation killer. You want people who are coming from different places, and who approach things very differently. That keeps us all energized.

THE HUMAN RESOURCES PROFESSION

DE SHRМ: Let's change direction, and look at the human resources profession. What do you see as the top three issues facing us today?

DF: I think the biggest issue is having the business acumen, business relationships and understanding of how to bring our profession, our craft, to bear on business issues. Everything you read says that today HR has bigger, better and bolder opportunities than ever before.

Leaders are saying, "I get it. I understand it's about people, it's about culture, it's about organizing to win. But I don't think my HR organization is ready to lead us." I think that's one of the biggest hurdles we face. The opportunity is there for us. Are we ready? Do we understand the business? Have we deepened our functional capabilities and skills and are we ready to step up to that challenge?

What should HR people be doing to help employees prepare for changes in business?

We live in a very fast-paced environment. One of the biggest challenges people have is keeping their skills and capabilities aligned with the quick changes we see. The other thing is equipping people to not only accept change, but to be part of helping to drive change.

So those are two things we can help people with. Are you keeping your skills and capabilities aligned with where we think business is going? And then are we equipping people to really understand change and to be able to help drive it?

You see people fail because they just can't embrace the change that comes at us on almost a daily basis. If we

can help equip folks with the skills and capabilities and with the confidence and ability to be part of that change in a positive way, again that adds up to some very powerful things for those individuals and for the business that they're part of.

Another thing is to help our associates understand that they have a responsibility themselves to do things; that we're not parental. The Gore culture can sometimes be interpreted as being soft, and it is not soft at all. It is very much a business culture, and it's very much a culture of helping people take responsibility for themselves. You have to help people know that they are ultimately responsible. We can help, but you, as an associate, have to take it and run with it.

What do you think it takes to be a successful HR professional? What advice would you give to a recent graduate beginning an HR career today?

In a for-profit organization, you have to be turned on by the business environment--by being part of business and business teams, by the challenge to innovate and win, and by the challenge of being better than and doing things differently from your competition. And then there's the people side--wanting to be able to help individuals and teams to be successful in business.

This sweet spot may be a polarized combination. It's not always easy. Some people can go too far in the social/humanistic side of things; others can go too far on the competitive/purely numbers business side of things. I think really successful HR professionals see the wonderful power of bringing those things together successfully in the middle somewhere.

This isn't an easy profession. There are a lot of demands put on HR people today, and as I've said a couple of times, in a very complex and changing environment. You really have to love change, love people and the competitiveness of the business, and have some fascination with bringing all those things together in a winning way. And then develop the hard skills to do it well.

CLOSING

DE SHRМ: This conversation has been extremely interesting. Thank you for talking with us today.

DF: Thank you for the opportunity.

REINING IN RESTRICTIVE COVENANTS

<http://www.ycst.com>

by Scott A. Holt, Partner, Young Conaway Stargett & Taylor

Many HR professionals have used restrictive covenants (also called noncompetition agreements or noncompetes) to protect their organizations against unfair competition from ex-employees.

In Delaware, noncompetition agreements are enforced in the Court of Chancery, our world-renowned court of equity. The Court of Chancery has the power to issue injunctions, or orders, to stop employees from doing things like soliciting your clients or employees and, in some cases, working for a competitor.

But not all restrictive covenants are valid. In addition to showing that your contract with the employee is enforceable, you'll have to convince the court that you have a legitimate business interest to protect. Not all business interests warrant protection.

The restrictions also must be reasonable. For Delaware employers, that usually means the restrictions in a noncompete must be limited in duration and geographical area. In addition, courts have been reluctant to enforce restrictions against low-skilled or semiskilled workers who are merely trying to earn a living. A case decided by the Court of Chancery earlier this year highlights the importance of reasonableness when you're trying to enforce a restrictive covenant.

Janitor gets the broom

A restrictive covenant for a janitor? To one employer, Elite Cleaning Company, Inc., the idea made good sense.

Elite provides janitorial services, including carpet cleaning and floor care, to a range of businesses and residents in Delaware. In December 2000, Walter Capel began working for Elite as a janitor. Among other things, he was asked to sign an acknowledgment agreeing to abide by the terms of a noncompetition clause contained in the company's employee handbook. The handbook essentially stated that an employee couldn't work for a client for two years after he left Elite.

Capel worked as a janitor for Elite for several years, performing duties like emptying trash cans, dusting, vacuuming, sweeping, and mopping, before noticing a job opening for a custodial position at Artesian Water Co., Inc., a client of his employer. He applied for the job and eventually was hired.

Elite responded by informing Capel and Artesian that his employment as a custodian was barred by the restrictive covenant he had signed. When Artesian refused to terminate him, Elite sued in the Court of Chancery, seeking to prevent Capel from working for Artesian.

How many ways to vacuum are there?

To be enforceable, restrictive covenants must be reasonable in terms of their geographic scope and duration. In addition, a court will weigh the legitimate economic interests of the employer against the consequences to the employee. Essentially, an enforceable covenant's purpose and reasonable operation must be to protect the former employer's legitimate interests, such as customer goodwill and confidential information.

Elite argued that the covenant was necessary because without a noncompete, it could be cut out of its line of business by clients hiring its staff. In other words, Elite feared that its position as the "middle man" would be eliminated, a process known as disintermediation. The court found that argument particularly weak, however, given the work Capel was performing. It noted that Elite didn't have to train him, he possessed minimal skills, he earned barely more than the minimum wage, and he didn't receive benefits. In addition, there was no evidence that he was privy to any trade secrets or confidential information.

The court also took issue with the two-year scope of the noncompetition agreement. While such a lengthy restriction may be reasonable for some types of jobs, it clearly wasn't necessary for a low-skilled custodial employee. Furthermore, the court refused to "reform," or rewrite, the agreement to limit it to a shorter, more reasonable period. Indeed, the court indicated that the purpose of Elite's agreement wasn't so much to protect its legitimate business interests as it was to exercise economic control over certain classes of employees.

Lessons learned

The Court of Chancery's refusal to enforce or reform Elite's restrictive covenant is telling, and it offers a couple of valuable lessons for employers. In the wake of this decision, the court has sent other signals indicating an increased reluctance to reform poorly drafted, overly broad restrictive covenants — particularly if they apply to low-skilled jobs requiring little, if any, specialized training. Therefore, careful employers should begin to scrutinize their restrictive covenants to make certain they meet the following requirements:

- First, make sure you're protecting a legitimate business interest, not simply trying to exercise economic control over your employees or competitors. To determine if your business interest qualifies, focus on the nature of your business, your customers, and competitors and what information the employee will have access to that could be used unfairly against you by a competitor.
- Second, make certain your restrictive covenant is reasonable in its scope and duration. Don't count on a court to "reform" a poorly drafted restrictive covenant that's overly broad or vague. Carefully review the scope and duration of your noncompete, keeping in mind that their reasonableness is tied directly to the interests the covenant is designed to protect, the type of job the employee has, and the nature of the industry you're in. Most important, remember that the mere fact that a restriction prohibiting competition within, say, 100 miles for two years is reasonable in one case doesn't mean it's reasonable in all cases.

FEDERAL LEGISLATION

DEMOCRATIC AGENDA IN CONGRESS FOR 2007

<http://shrm.org/government/>

by Nancy Bestwick, *Legislative Liaison*

Upon gaining majorities in the House and Senate during the November 2006 elections, the Democrats announced their immediate legislative priorities. House leadership dubbed their plan the "100 Hours" agenda and posted a calendar for its consideration.

Last week, the House of Representatives began work on the agenda by voting on and passing provisions governing how the House will consider legislation and placing restrictions on lobbying practices as part of their House Rules package.

Senate leadership has similarly identified its top 10 legislative priorities, which will be introduced in bills numbered S. 1 – S. 10. The Senate priorities mirror those identified by the House but also include military enhancements and immigration reform. Much of the identified legislation will have an impact on the HR profession.

Minimum Wage—First among the proposals affecting the workplace is an increase in the minimum wage. This year's proposals would raise the minimum wage from \$5.15 to \$7.25 an hour in three steps.

Budget—Both houses have agreed to reinstate pay-as-you-go (PAYGO) budget rules. This provision impacts other legislation by requiring a budget off-set for any legislative proposal that would increase the deficit. In order for Congress to pass any bill that increases spending or reduces

taxes, that bill must include a proposal for how to pay for the increased spending or make up for decreased revenue. In addition, the 110th Congress has vowed to require full transparency and an approval process for any special interest earmarks.

DOL REQUESTS INFORMATION ON THE FAMILY & MEDICAL LEAVE ACT

by Nancy Bestwick, *Legislative Liaison*

The U.S. Department of Labor (DOL) has requested comments from the public on the Family and Medical Leave Act (FMLA) regulations. The request was published in the Federal Register on Friday, December 1, 2006.

The Department has requested input on several of the provisions, including the definition of a "serious health condition," intermittent FMLA leave, and FMLA leave determinations/medical certifications. SHRM plans to submit comments to DOL, which are due by February 2, 2007.

As part of SHRM's outreach efforts, the Society has scheduled three regional sessions to inform SHRM members of the DOL's initiatives on FMLA and also gather input from HR professionals. The sessions are scheduled for: Wednesday, January 10, 2007, in Seattle, Wash.; Friday, January 12, 2007 in Mystic, Conn; and Wednesday, January 17, 2007 in Chicago, Ill.

SHRM will also provide a sample letter through HRVoice for SHRM members to submit comments directly to DOL. Finally, SHRM, as the leading organizer of the National Coalition to Protect Family Leave, will continue to work with companies and other associations to ensure that the views of the employer community are fully represented.

EMPLOYMENT VERIFICATION— IMMIGRATION REFORM

It's easy to voice your opinion on this hot topic

<http://shrm.org/government/>

Follow the instructions below to voice your opinion on "Employment Verification - Immigration Reform."

1. Click on the above link to the "Government Affairs" tab.
2. Scroll down to the "HR Voice" tab that appears after selecting Government Affairs.
3. Choose "Write your Elected Officials"
4. You will be prompted to enter your SHRM member ID and last name to log in.

5. Select which topic you'd like to discuss with your Representative and/or Senator.
6. Choose the recipients of your message and whether you plan to e-mail or print your letter. (You may select "none" if you choose not to send your message to an individual.)
7. You may be asked to categorize your letter by topic.
8. Click on the "Send Message" to send and/or print your message.
9. A confirmation email will be sent to you.

STAY TUNED

With legislative webcasts

<http://shrm.org/webcast/>

SHRM national members can take advantage of free webcasts on the SHRM web site. The following are webcasts on legislative topics covered in 2006. Review of these webcasts will give members a solid foundation going into 2007. The following are accessible from from SHRM Home, Education:

- More than Defined Benefits: Analysis of the Pension Protection Act of 2006
- A Legal Introduction to the Pension Protection Act of 2006
- Labor Department's Compliance Assistance Program
- The FLSA: Six Months Later
- HIPAA Privacy Rules
- Internet Hiring: Definition of Applicant
- Preparing for the new EEO-1

RENEW YOUR 2007 MEMBERSHIP NOW!

https://www.deshrm.org/new_user2.cfm

by Carol Kleiman, co-chair, Chapter Membership

If you haven't made your New Year's resolution yet, here is one that will only take a few minutes to do and will keep on giving all year. **Now is the time to renew your annual Delaware SHRM membership.**

If you have ever wondered how to resolve a particularly tough issue, the benefits of having a network of people to turn to - the depth of resources from legislative updates to having the opportunity to participate in professional development opportunities - makes this New Year's resolution a must!

Here are some key benefits of renewing your membership:

- You will stay current on key topics and tap into the expertise and knowledge of leaders in the field
- With access to our on-line Job Bank you can source qualified candidates for positions ...or find a new opportunity for yourself
- By volunteering on chapter committees, you can build your leadership skills and valuable relationships, and
- Last but not least you have the opportunity to meet and network with your peers in the field.

Here's a list of the current companies represented in the Delaware SHRM Membership. Make sure that your name and organization are on the list!

AAA Mid-Atlantic
Abrams & Laster, LLP
Accenture
Anton Associates
Artemis Path, LLC
AstraZeneca
Brandywine Asset Management
Cabrini College
Camdel Metals, Inc.
Career Concepts, Inc.
Concord Consulting International
Connolly Bove Lodge & Hutz, LLP
Continuing Education Services, Inc.
Cotler Orthodontics
Delaware Economic Development Office
Delaware Park
Delaware State Education Association
Delaware Technical & Community College
Delmarva Power, a PHI Company
Delmarva Systems Corporation
Devereux NJ Treatment Network
Dover Downs Inc.
E.I.DuPont de Nemours and Company
Easter Seals
EG&G Technical Services
Endo Pharmaceuticals
Family & Workplace Connection
First Data Corp
Goldey Beacom College
Goodwill Industries of Delaware, Inc.
Granatt, LLC
Hagley Museum & Library
Handy & Harman
Health Partners
Horty Consulting, LLC
HRValue Group
IBC

ING Direct
Integrity Staffing Solutions
J.P. Morgan Chase & Co.
Lincoln University
LMG Services
Lyons Companies
Marriott Execustay/Buccini Pollin Group
Pepco Holdings Inc. (PHI)
Peninsula United Methodist Homes
Perdue Farms
Pinnacle Foods Corp.
Rental Service Corporation
Respect, Inc.
Richards, Layton & Finger
Right Management Consultants
Schaller Anderson of Delaware
State of Delaware
Strayer University
TA Instruments Waters LLC
Take-A-Break, Inc.
TCIM Services, Inc.
The CBI Group
The Rosen Group Inc.
UGI Utilities
Union Hospital
United Way of Delaware
University of Delaware-Facilities
Upper Bay Counseling & Support Services
W. L. Gore & Associates, Inc.
Wilmington College
Wilmington Friends School
Wilmington Trust Company
Winterthur Museum, Garden & Library
WSFS Bank

MEETING SPONSORS

[Christiana Care Occupational Health and Wellness](#)

[Christiana Care Health Initiatives](#)

UPCOMING EVENTS

2007	Program/Event
January 16	<p>DelMarVa Human Resources Group monthly meeting: <i>Privacy Issues Facing Employers</i>, G. Kevin Fasic, Attorney-at-Law. Dinner meeting: 5:30 pm Networking; 6:15 pm Dinner and Business Meeting; 6:45 pm Speaker. Georgia House, Milford, Delaware. Directions: If you are coming from US-113: Turn onto NE FRONT ST Ext/DE-14. Continue to follow DE-14 Distance 1.1 miles Turn Right onto N Walnut St. towards downtown Milford, Distance less than 0.1 miles Georgia House will be on the right side If you go the signal light right passed the Georgia house make a right there is a parking lot in back. Please send registration to dwalch@midwayslots.com or cdeppert@lyonsinsurance.com.</p>
January 17	<p>Surviving & Thriving in 2007. With leadership changes in Washington, many issues affecting the nation will impact the First State significantly. Listen to two national economists share their thoughts on the trends that influence business in Delaware. Hosted by the Lyons Companies. 9:00 am to 11:00 am at the Delaware Art Museum in Wilmington (also in Lewes on January 23 at the Virden Conference Center). No cost, but registration is required. Contact Jenn Miller at seminars@lyonsinsurance.com or 302-658-5508 x-2957.</p>
January 29	<p>13-week Villanova/SHRM Learning System Course for the Spring 2007 semester begins. This program will not only help prepare you for the HRCI national PHR or SPHR certification examination, it is also designed for HR professionals seeking professional development. The course also can be completed by certified HR professionals needing PHR/SPHR recertification credits. Classes will be held at on Monday evenings at JP Morgan Chase, 500 Stanton Christiana Road, Newark, DE. See Resources (http://deshrm.org/tools_resources.cfm#villanova) for more information.</p>
February 13	<p>Delaware SHRM monthly meeting: <i>Building Better Infrastructure for Better Execution</i>, Tracee L. Hunt, Vice President, Human Resources, The Philadelphia Coca-Cola Bottling Company Dinner meeting: 5:30 pm Registration & networking; 6:20 pm Dinner; 6:45 pm Program. Cavalier Country Club, 100 Addison Drive, Newark, DE Registration deadline: Monday, February 12 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>
February 20	<p>DelMarVa Human Resources Group monthly meeting: <i>Managing Workers' Compensation Maze</i>, Marie Johnson, CPCU, ARM, ARM-P, Lyons Companies Dinner meeting: 5:30 pm Networking; 6:15 pm Dinner and Business Meeting; 6:45 pm Speaker. Georgia House, Milford, Delaware. Directions: If you are coming from US-113: Turn onto NE FRONT ST Ext/DE-14. Continue to follow DE-14 Distance 1.1 miles Turn Right onto N Walnut St. towards downtown Milford, Distance less than 0.1 miles Georgia House will be on the right side If you go the signal light right passed the Georgia house make a right there is a parking lot in back. Please send registration to dwalch@midwayslots.com or cdeppert@lyonsinsurance.com.</p>
March 12 - 14	<p>SHRM Employment Law & Legislative Conference: Capital Hilton Washington, D.C. Join us for unique educational sessions focusing on the most compelling employment law, compliance and legislative issues facing today's workplace. Take advantage of this rare opportunity to visit the congressional office of your senators and/or representatives. For more: http://shrm.org/conferences/leg/</p>
March 13	<p>Delaware SHRM monthly meeting: <i>How to Retain Top Talent in a Shrinking Workforce</i>, Rich Kolodgie, Director, Business Development, TeamBuilders Plus Dinner meeting: 5:30 am Registration & networking; 6:20 pm Dinner; 6:45 pm Program Cavalier Country Club, 100 Addison Drive, Newark, DE Registration deadline: Monday, March 12 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>
March 16	<p>Annual Employment Law Update from the Employment Law Section of Young Conaway Stargatt & Taylor, LLP. At Delaware Ballrooms II and III at Sheraton Suites in Wilmington. Mark your calendars now and watch for details. Contact Young Conaway Stargatt & Taylor for information: (302) 571-6600</p>
March 19-21	<p>SHRM Global Forum® Annual Conference & Exposition: Hyatt Century Plaza Los Angeles, California Acquire the knowledge, resources and professional network that you and your organization need to respond to the changing global workplace environment. Join and network with hundreds of other HR professionals from around the world for strategic discussions, workshops and presentations about global HR practices and issues. For more: http://shrm.org/conferences/global/</p>
April 10	<p>Delaware SHRM monthly meeting: Program TBA Breakfast meeting: 7:30 am Registration; 8:00 am Breakfast, 8:25 am Program. Program ends at 9:30 am. Cavalier Country Club, 100 Addison Drive, Newark, DE Registration deadline: Monday, April 9 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>
April 23 - 25	<p>SHRM Staffing Management Conference & Exposition: New Orleans Marriot New Orleans, Louisiana 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. Read more... http://shrm.org/conferences/staffingmanagement/</p>

June 24 - 27	59th Annual SHRM Conference & Exposition: Las Vegas Convention Center Las Vegas, Nevada 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. Read more... http://shrm.org/conferences/annual/
October 9-10	Delaware SHRM State HR Conference: Chase Center on the Riverfront Wilmington, DE Mark your calendar now! Join HR professionals in the region at this one and a half day conference. This year's focus is Pathway to Performance: Rewarding and Motivating People to Succeed. Watch www.deshrm.org for updates.

VILLANOVA OFFERS LOCAL CLASSES

by Denise Plaughter, Coordinator, Continuing Studies, Villanova

Villanova University is once again partnering with Delaware SHRM in offering the 13-week Villanova/SHRM Learning System Course for the Spring 2007 semester. This program will not only help prepare you for the HRCI national PHR or SPHR certification examination, it is also designed for Human Resource professionals seeking professional development. The course can also be completed by certified HR professionals needing PHR/SPHR recertification credits.

The Certificate in Professional Human Resource Management program covers all six functional areas, responsibilities and associated knowledge defined by the Human Resource Certification Institute (HRCI):

- Strategic Management
- Workforce Planning and Employment
- Human Resource Development
- Total Rewards
- Employee and Labor Relations
- Risk Management

CLASS LOCATION AND INFORMATION:

JP Morgan Chase

500 Stanton Christiana Road, Newark, DE

Monday evenings, January 29, 2007 – April 23, 2007
6:00 p.m. - 9:00 p.m.

Instructor: Lewis W. Charnock, President, Lew Charnock & Associates, Inc.

Each student will receive the 2007 SHRM Learning System and CD ROM. Students will have access to the on-line HRM Learning Resource Center for one year. Upon successful completion of the course, participants will receive the Certificate in Professional Human Resource Management from Villanova University as well as 3.9 Continuing Education Units (CEU's).

Register today by contacting the Department of Continuing Studies at 610-519-4310. You can also visit <http://www.constudies.villanova.edu> for more information, and to complete your registration process on-line.

2007 DELAWARE SHRM STATE CONFERENCE NEWS

Mark your calendar now! Join HR professionals in the region on October 9 - 10, 2007. This year's focus is Pathway to Performance: Rewarding and Motivating People to Succeed. Watch www.deshrm.org for updates.

DELAWARE STATE COUNCIL

<http://www.delawareesc.shrm.org>

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



As the new incoming Delaware State Council Director, let me begin by extending sincere THANKS to Rita Johnson-Chase, who has led the Delaware State Council for the past two years, not to mention receiving the distinguished honor of the 2006 Ron Shane HR Lifetime Achievement Award during our recent Delaware State HR Conference.

Rita has provided an excellent foundation for us by forming a new DE State Council Board of Directors that comprises talent, expertise and experience from throughout the region (see the attached State Council BOD).

We are extremely fortunate to have such a strong, dedicated group of volunteers to continue Delaware's rich heritage of well-connected HR leaders working to support Delaware's SHRM activities, not to mention having access to the wealth of knowledge that resides within our Regional SHRM supporters of Phyllis Shurn-

Hannah and Susan Post.

We are off to a great start with our 2007 face-to-face State Council (SC) meetings scheduled and goals identified, so we have lots of activities keeping us busy. Special Thanks to Vickie McCardell and Vickie Tully for making arrangements in hosting our SC meetings at the International Reading Association in Newark and Easter Seals in Dover.

Let me conclude by sharing my appreciation to all of the folks who dedicate valuable personal time to support the SHRM Chapter Board of Directors and State Conference activities, and most importantly to our SHRM membership. 2007 will be a most memorable and exciting year!

Frank Ingraham, SPHR Delaware State Council Director

HR IN ALIGNMENT

The Foundation recently produced a new video entitled "HR in Alignment: The Link to Business Results". Narrated by Dr. Wayne Cascio, this DVD presents a real-world case study of Sysco Food Services Company.

It explains how Sysco is successfully measuring the business impact of its HR strategy and aligning its mission throughout the organization, from top executives, to front-line employees, to customers. This product compliments the very successful "HR Role Models" DVD introduced by the Foundation in 2003. The video is now available for purchase through the SHRMStore (<http://shrmstore.shrm.org/shrm/>).