

PHILADELPHIA SHRM NEWS

Official Publication of the Philadelphia SHRM Chapter

January 2010

Leading A Business & Losing Some Weight: 6 Surprising Similarities



By Kenny Moore

If you can lose weight, you can lead an organization. The weight-loss industry has given us not only a personal self-help model, but a business one as well. If you're one of the millions of folks attending these programs you have readily transferable leadership skills for today's marketplace.

Just follow these six simple steps and you too can be attractive, successful and the envy of your corporate colleagues.

CAUTION: *This advice is not intended to be taken seriously and may be injurious to your health, both personal and financial. Neither the Surgeon General nor Tom Peters has approved these prescriptions. Please contact a high-priced management consultant before attempting on your own. Common side effects may include nausea when reviewing the company's Executive Compensation Plan, mild depression in implementing "Best Practice" business solutions and acute drowsiness when attending programs sponsored by the Human Resources department. A healthy disrespect for authority and the propensity to trust your innate common sense may be dangerously elevated. On rare occasion, patients have been known to cancel their subscriptions to the "Harvard Business Review."*

1. Eat small but frequent meals.

Overeating is a long-standing problem for the weight-conscious. So is the insidious danger of eating alone. Food consequently becomes a personal temptation rather than a communal event. This solipsistic tendency has also leached its way into our business life. In our attempts to compete in the global economy, it seems we've arrived at a place where we consume lunch at our desks, and often by ourselves. Increasingly, this mid-day repast is abandoned altogether.

We no longer have time to fraternize with coworkers, and have quarantined ourselves to the confines of our offices and cubicles. Coming from a place of isolation, we're surprised when fellow workers don't return calls, reply with curt e-mails or become disinclined to help us navigate the bureaucratic maze of business life.

This is to be expected when co-workers don't know us, haven't spent time with us and have never been invited to join us for a meal. As every newly minted MBA gradu-

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JAN/FEB

UPCOMING EVENTS

Tuesday, 01/19/10

7:30am-11:30am

Professional Development
[Are HR Strategies Changing for Execution and Post Recession Recovery?](#)

Sheraton Philadelphia City Center
17th & Race Streets
Philadelphia, PA 19103

Friday, 01/29/10

12:00pm-1:00pm

Webinar
[Maximizing Employee Engagement](#)
GoToMeeting

Wednesday, 02/10/10

5:30pm-8:30pm

Professional Development
DETAILS COMING SOON
Sheraton Philadelphia City Center
17th & Race Streets
Philadelphia, PA 19103

Friday, 02/12/10

12:00pm-1:00pm

Webinar
[Leading Learning Organizations](#)
GoToMeeting

Friday, 02/26/10

12:00pm-1:00pm

Webinar
[Managing a Generationally Diverse Work Force](#)
GoToMeeting

To register, log on to
<http://www.phillyshrm.org>

Breakthrough 2010!



As we prepare for the optimistic breakthrough leading into the second decade of the 21st century as HR professionals, I've been listening to and reading about many perspectives. As president of our local chapter and as a human resource professional, I remain very optimistic about the future as I reflect on the past decade – yes we are in a recession but we've also seen new leaders rise out of the dust, innovation take us to a new place, and organizations begin to

ask the right questions about their present and future spending – all very positive.

So what's next for us as a profession and the people we influence? How can we begin to help them shape the future? First, I would encourage us to continue to have the honest conversations about what is working and what is not working as we proactively prepare for employment recovery. Now is the time to educate our organizations on systems, protocols, policies and procedures, what did not work in the past, etc., before the new wave of workers enter our doors. Secondly, discover who is the new worker for your workplace (the incumbent worker). Your organization has more than likely changed drastically over the

past year. Are the competencies needed a year ago the same ones needed today? If not, education as well as re-training needs to be taking place now for frontline workers as well as leaders and the HR professional can help influence this conversation. And finally, the current employee population needs a new blast of energy! Where will this come from? Who can lead this engagement? It can't always come from the President/CEO. He/She can't be the only one to rally the troops each and every day. HR should seek to partner with others internally and/or externally to continuously monitor the "chatter" and feedback from the employees. In this new era of social networking as well as other employee engagement tools (POD casts, webinars, etc.), we must stay engaged with what's on the minds of the employee. With four generations in the workplace all having different values, huge demands on their time, competing priorities, and many wanting answers instantly, we must meet people where they are as we seek to turn around the workplace and emerge stronger than ever in 2010!

In closing, the best is yet to come as we step out boldly! The HR profession is a huge player in the recovery process so let's get started and meet each other at the end of 2010 with at least one success story to say we made a difference. The Power of ONE can make a difference!

Kelley Cornish, MA, CCDP
President, Philly SHRM

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For program details and personalized assistance, contact Tricia Rafferty at 610-660-1318 or patricia.rafferty@sju.edu.

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PHILADELPHIA SHRM PROFESSIONAL DEVELOPMENT SERIES



ARE HR STRATEGIES CHANGING FOR EXECUTION AND POST RECESSION RECOVERY?

TUESDAY, JANUARY 19, 2010
7:30AM-11:30AM

Venue:
Sheraton Philadelphia City Center
17th & Race Streets
Philadelphia, PA 19103

Event Overview:
Is your organization ready for the post recession recovery? Analysts say the recovery will be a slow one; nevertheless, businesses are looking for fast growth. Many organizations have been actively spending the past few months focused on activities to retrench, refocus and reengage employees for the pending turnaround. By attending this event, you will be able to ignite and brainstorm ideas to develop post recession strategies.

Cost:
\$75 PSHRM Members
\$95 Non-Members

Keynote Session:
"HR Leadership in a Post-Recession World - Keeping your Sanity, Sense of Humor and Soul in the Workplace"

Speaker:
Kenny Moore. Kenny Moore, best-selling author, former Catholic monk and present-day HR business leader, will discuss the changing role of leadership in a turbulent and unfor- giving business environment. This interactive, insightful and entertaining session will focus on organizational theory, case studies and various business interventions in a New York City Fortune 500 company.

Panel Discussion:
Join us for a lively discussion around post recession strate- gies and the impact on organizations.

Panelists:
• Terry A. Pearce, Vice President Human Resources, Severn Trent Services, Inc.
• John O'Rourke, Vice President Human Resources, SCA Americas
• Jim Gillece, the Chief People Officer and Senior Vice President of Human Capital Management for AlliedBarton Security Services



To attend register online at: www.phillyshrm.org

Leading A Business & Losing Some Weight: 6 Surprising Similarities

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at our desks, and often by ourselves. Increasingly, this mid-day repast is abandoned altogether.

We no longer have time to fraternize with coworkers, and have quarantined ourselves to the confines of our offices and cubicles. Coming from a place of isolation, we're surprised when fellow workers don't return calls, reply with curt e-mails or become disinclined to help us navigate the bureaucratic maze of business life.

This is to be expected when co-workers don't know us, haven't spent time with us and have never been invited to join us for a meal. As every newly minted MBA graduate knows: business is all about relationships. If I don't know you, don't like you or have no personal contact with you - I've no incentive to go out of my way to try and help. By not sharing meals with colleagues we have fostered a type of corporate anorexia.

We're starving ourselves to death for want of social contact. The business suffers. Productivity plummets. Our career languishes. And, not surprisingly, we're no longer fun to work with.

Things would improve if we regularly resisted the temptation to eat alone and joined co-workers for lunch. Fast-food restaurants should be shunned. Salads (with low-fat dressing on the side) are encouraged.

Whining about senior management is injurious to your heart and to be avoided. A conversation focused on people's talents increases circulation and reduces harmful saturated fats within the organization.

2. Drink plenty of fluids.

Research indicates that most of us are walking around the workplace severely dehydrated, so we need to bulk up on our fluid intake. Water is the preferred drink - since coffee, tea and soda further deplete one's hydration. It's also a lot cheaper, provided you get it from the tap and not the vending machine. Imbibing vast quantities of water also has the unintended benefit of strategically positioning you before two epicenters of employee engagement: the bathroom and the water cooler.

Both locations seem to be the last vestiges where workers feel free to talk openly and engage in the ancient rite of truth-telling. Frequenting both places provides productive opportunities to stay connected to the rumor mill and ascertain how employees are really feeling.

These activities also have a cost-cutting benefit. You'll no longer need to conduct another employee survey or host further focus groups to find out the concerns of workers: a savings of both time and money. Merely show up and shut up. Listening to co-workers' gripes gives you valuable information for taking corrective action and remedying misunderstandings. It also offers a jump-start for offsetting corporate misinformation and destructive rumor-mongering.

3. Engage in regular physical activity.

Buy a pedometer, clip it to your waist and begin walking around the workplace. As you increase your mileage, your soft body will be better toned and your business mind will be better informed.

Pay close attention to what's working well throughout the organization and compliment people on their good efforts. Make special attempts to visit with staff who consistently perform excellent work but get little recognition. Extend your heartfelt thanks and remind them that their contributions don't go unnoticed. Bring along a box of low-fat cookies to wantonly distribute.

Consider making more extended journeys to off-site locations and even dropping in on some key customers, internal and external. Ask them if they're pleased with your services and elicit advice for improving customer satisfaction. If you notice someone who's recently lost weight and looks better than you, temper your personal jealousy and extend a kindly

word of congratulations. At all cost, resist the temptation to once again beat yourself up for being lazy, undisciplined or neglectful of your diet. In emergency situations, repeat the mantra "Oprah would never condone self-flagellation."

4. Avoid the near occasions of Sin.

The Spanish have a saying: Habits are first cobwebs, then cables. So monitor closely what you do, where you go and with whom you get involved. Temptations abound in both the fights to trim the waistline and lead the organization.

Personal danger spots to be avoided include anything that's sweet (products or people), gourmet meals, and everything dipped in chocolate (products or people). While they appear momentarily pleasing, lurking just below the surface is subtle peril.

Corporate danger spots include the executive floor, company cafeterias and any business initiative preceded by the term "cutting-edge."

Recent data suggests that outsourcing excess body weight is more enjoyable than doing it to your company's call center. Sadly, there still remains no practical business process in place that allows you to consume a whole lemon meringue pie at your desk but have the calories offshored to some hungry, low-paid professional in India.

I understand that Tom Friedman's next book, *The World is Flat ... but My Belly Isn't* will address this predicament.

5. Shun negative people.

While these folks have a necessary place in the world, that place should not be anywhere within a 10-mile radius of you. Cynics, naysayers and devil's advocates have something valuable to offer, just let them momentarily offer it to someone else. When trying to make improvements to your own health or the company's, the task at hand is challenging enough without the voices of doom and gloom constantly echoing in your ear. The "truth" these refreshing souls have to contribute is best kept for another day.

Instead, create a support group of like-minded people who understand what you're trying to do and are willing to offer their passion and advice for a successful outcome. Positive energy is an essential part of any change program, physical or fiscal. Spouses and trusted colleagues can be of tremendous value in this regard. Those going through divorce or recently passed over for promotion, less so. Steer clear of "high-potential" employees or extremely thin people.

6. Carefully monitor your intake.

We are what we eat. But what's also become clear is that we believe what we read. So stop looking through *Cosmopolitan*, *GQ* and all those other glamour magazines. They profile unnatural bodies and unrealistic lifestyles. The adolescent diets they purport are unworkable, overly simplistic and contain more celebrity fluff than substance.

This likewise holds true for the many business journals that are out there flaunting business Best Practices. This fawning deference to what other companies have already done has become the adolescent bane of corporate life. When we were teenagers, we showed our uniqueness by behaving exactly like all our peers. Best Practices is a throwback to this pubescent model: "You too can be world class by mindlessly mimicking IBM."

What works for General Electric is most likely not going to work for your company. If it were truly that simple, you would have only needed to purchase Jack Welch's first book. But he's already out there selling his second, which contains "new and improved" insights for transforming your business. Rumor has it

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One last thing

If you're looking for a quick answer on how to lose weight or successfully compete in today's marketplace, Gertrude Stein offers some sobering advice: "There ain't no answer. There ain't gonna be any answer. There never has been an answer. There's the answer!"

As life would have it, we're all required to work with what we have, play the cards we've been dealt and implement change with the flawed humans inhabiting our workplace. Stop looking for answers in the eyes of someone else. Wisdom resides within. We're better off implementing a mediocre business process that's embraced by our employees than a Best Practice one sold to us by some outside business guru.

We're likewise well served befriending the less-than-perfect bodies that the Divine has bestowed on us rather than pining after the ones profiled on late-night infomercials. Besides, if you were truly that firm, tight, and chiseled – people might be drawn to you based on looks alone. Fortunately, this is something most of us need not worry about.

P.S. If you're thinking about writing me, give in to the temptation. I love getting mail ... and being influenced by what you have to say. Please e-mail me at kennythemonk@yahoo.com.

Kenny Moore (www.kennythemonk.com) is co-author of *The CEO and the Monk: One Company's Journey to Profit and Purpose* (John Wiley and Sons), rated as one of the top ten best selling business books on Amazon.com.

Prior to coming to corporate life, Moore spent 15 years in a monastic community as a Catholic priest. Oddly enough, both jobs have proven to be quite similar - except the Incentive Plans vary greatly. Kenny left the monastery because he wanted to get married. Now that he's married and has two

teenagers, he would like to go back.

The media once asked Pope John XXIII how many people worked at the Vatican. "About half of them..." he said. Moore has discovered that there are common operating principles in effect whenever you're dealing with large hierarchical institutions, sacred or secular.

Several years ago, Moore had the good fortune of being diagnosed with "incurable" cancer, at its most advanced stages. He underwent a year of experimental treatment at the National Cancer Institute and survived. He recently had a heart attack and was invited to be sawed in half and given a quadruple bypass: a subtle reminder that his time is running short.

Kenny came away from both experiences recalling the words of Oliver Wendell Holmes: "Most of us go to our graves with our music still inside us." Moore's lifetime goal is to spend more of his time playing his music.

Having dealt with both God and death, he now finds himself eminently qualified to work with senior management on corporate change efforts.

Kenny is a watercolor artist, poet and photographer. He is Founding Director of Art for the Anawim, a not-for-profit charity which works with the art community in supporting the needs of terminally ill children and the inner city poor. His poems have been published in several anthologies; one was selected as a semi-finalist in the North American Open Poetry Contest. Kenny lives in Northern New Jersey and is married to the "fair and beautiful" Cynthia. Together, they are fighting a losing battle of maintaining their mental stability while raising 2 teenage boys.

Kenny has recently expanded his work to include Stand-up Comedy. This is driven largely by the sneaking suspicion that when the Divine returns, She will find a more receptive audience in bars and comedy clubs than in our Houses of Worship.

Moore is President of Kenny Moore Consulting, LLC. He's a well-regarded Keynote speaker, executive coach and business consultant for Leadership Development, Change Management and Employee Engagement. He can be reached at kennythemonk@yahoo.com or (973) 956-8210.



FIRST GPHR CLASS FROM VILLANOVA UNIVERSITY!

Villanova University completed its first GPHR® (Global Professional in Human Resources) class in November, 2009. The 10-week class was held at KPMG in Philadelphia and Villanova received an overwhelming positive response for the course, which prepares students to take the GPHR exam. All of the students work for companies with international HR responsibilities. Companies represented in the class included QVC, Exelon, KPMG and Gamesa. All students received certificates from Villanova and from SHRM®. Already, four students have passed the GPHR exam since testing began on December 1!

The spring 2010 GPHR class will be held at Villanova University starting on February 22. More information about this and other upcoming Continuing Studies programs, including the PHR® and SPHR® prep classes that begin the week of February 1 can be found at www.continuingstudies.villanova.edu

*The Fall 2009 Global Professional in Human Resources (GPHR®) class, led by Angela Francesca, GPHR, SPHR and J.D. (top row, second from left)

+



>> Fred Leh M'03

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Building Your Team and How the Game Plan Has Changed

Over the past two years, it would be safe to assume that staffing for open positions while cultivating a database of potential future candidates was not the main focus of many human resource departments. Fortunately, economists have declared the end of this recession, although it will not be the “rubber band” effect seen in the 1980’s, with the market snapping back so quickly to allow for years of unprecedented growth. The climb back up will be a slow one, with significant job growth not expected to rise until the end of 2010. But when that does occur, staffing departments will once again be required to devise a strategic recruitment program and this will prove to be much more complex than in the past.

The rules have changed. The tools and services that are now being offered are not simple and continue to change day to day. From social media to behavioral targeting, there’s a constant influx of new technologies and communications platforms that need to be evaluated from a recruitment perspective. SEO (Search Engine Optimization) and SEM (Search Engine Marketing) are no longer anomalies when discussing a company’s recruiting strategy. The way people network has changed, and while it’s easy to get caught up in the hype of these emerging trends, it is important to know exactly what they are, how they work and if they will be of value when determining your media plan.

The technique is different. When assessing your media plan, it would be premature to discount traditional and familiar methods of recruiting like print and the major job boards. The print medium continues to be a valuable tool in casting the widest net in building your recruitment brand, driving traffic to your company’s employment page and tapping into a niche industry market for those that specialize in a particular area. But to believe those critics that say print is stale or ineffective and to use those criticisms to remove this medium from your overall marketing strategy would be a mistake. Newspapers continue to be progressive by offering a multi-media buying approach for advertisers. Some papers have invested much time and money into building their newspaper brand online with a website that complements the print product. This online product carries the technology needed to offer digital services that can utilize aspects of social media like “tweeting” all job postings or supporting virtual career fairs and employer-sponsored chat rooms. Even major job boards, the first in Internet-based

recruitment products, continually search for ways to improve their efficiency and validity by numerous upgrades in the past year alone. Monster.com has modeled their job seeker experience to resemble a LinkedIn platform, offering users a more individual and engaged approach to managing their career. The job board also recently purchased a software program that is designed to improve upon their resume database search capabilities promising easier, quicker and better results by matching candidates to specific criteria.

The players have changed. It is extremely imperative for recruiters to identify their target demographics and tailor their message to this audience to better connect with prospective candidates. As the older population begins to feel more secure in leaving their positions within a company, they will ultimately be replaced with younger professionals who are building relationships, personal and professional, through social networks. Understanding your target audience can help you refine your recruitment message that speaks to them directly where they are actively engaged. Oftentimes recruitment ads are too general, unimaginative and don’t pertain to a reader’s specific interests, garnering the dreaded quantity over quality results.

Keep score. Budgets will continue to be tight, despite the need to hire again. Ensure that your department has a system in place that allows staffing leaders to accurately measure results of their media strategy. Too often recruiters are unable to identify what their best hiring practices are, allowing for loss of credibility, money and potential new hires.

Reevaluate. Reassess. Research. A smart recruitment plan includes maximizing resources that have already been successful as well as introducing a new mix of appropriate technology you may not yet have considered. Obviously there is no crystal ball to predict the best solution for your company, but now is the time to act. And when the job requisitions begin to pile up, the team with a comprehensive and forward-thinking strategy in place will already be ahead of the game.

-Jacqueline A. Monturano

Villanova University – the Leader in SHRM Learning System Certification Courses!

Villanova University is pleased to partner again with Philadelphia SHRM in offering the 13-week Villanova/SHRM Learning System Certification Course for the Spring 2010 semester, beginning the week of February 1. If you've been planning to earn your Professional Human Resources (PHR®) or Senior Professional in Human Resources (SPHR®) designation, 2010 is the year to enroll in Villanova's updated and expanded HR Certification Institute exam preparation course based on the SHRM Learning System®. Both the HR Certification Institute Body of Knowledge and rules regarding HR certification will change dramatically in 2011, so it is highly recommended for HR professionals not currently certified to attend classes in 2010 before the new changes are implemented.

The Certificate in Professional Human Resource Management program is offered in full partnership with the Society for Human Resource Management (SHRM), and the curriculum covers the 2010 HR Certification Institute Body of Knowledge. Designed by subject-matter experts, the program includes application exercises that develop specific competencies and decision-making skills. Besides being a powerful tool for PHR or SPHR certification preparation, this strategic course fosters professional advancement and builds confidence for managing HR challenges.

Classes begin the week of February 1 in 10 locations around the Delaware Valley, including classes at KPMG, 1601 Market Street (Mondays) and Towers Perrin, 1500 Market Street (Wednesdays) and at Villanova University on Tuesdays, Thursdays and on alternate Saturdays. Additional locations include Malvern, Exton, Dresher, Langhorne, Newark, York and Chambersberg. Villanova University was recognized in May 2009 by SHRM as

the Number #1 University in the country offering the SHRM Learning System certification course. In addition, Villanova' student pass rate continues (for the sixth year in a row) to exceed the national pass rate for both self-study and college/university programs. In addition, you receive instruction from SPHR-certified instructors who are lead practitioners in the field of Human Resources. This program is also ideal for certified HR professionals seeking PHR/SPHR recertification credits (36 hours) or individuals wanting professional development.

New to HR? Villanova's Essentials of Human Resources give people new to the profession an entry level approach to learn about this important field. Classes are offered in two full-day or five evening sessions in March of 2010.

Villanova University moves the Global Professional Human Resources (GPHR®) certification to Villanova University on Monday nights starting in late February. The GPHR was launched in Philadelphia in the fall and was a major success! This program is geared for those who work for international companies and deal with issues unique in international HR. Gain the edge you need in a Global marketplace.

Class information for the Villanova University Spring 2010 SHRM Learning System certification courses are available at www.continuingstudies.villanova.edu.



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