

# PHILADELPHIA SHRM NEWS

Official Publication of the Philadelphia SHRM Chapter

Philadelphia Flower Show; Photo by K. Ciappa for GPTMC

March 2009

## FINDING YOUR 'RIGHT FIT'

By: Dr Janice Presser

It's the worst kept secret in the HR world that what you know is worth only about 25% as a predictor of whether or not you will succeed. The rest is based on fit - how you fit with your boss, your team, your customers and your organization's culture. If you've ever been fired because the boss just didn't appreciate you, or you've left a job because of a boss you just could not stand to work for one more moment, or because you just knew there were options that would be so much more fulfilling, you know what I'm talking about. Take me, for instance.

I didn't get into a job that actually fit me until after I'd worked my way through many wrong turns, numerous missteps and even outright failures. While at the time I would not have chosen to go through all these quandaries and predicaments, and while they certainly didn't always feel like positive experiences, they had a

deep and beneficial effect. They've made me unusually realistic, empathetic and flexible. These three characteristics do not appear in my current job description, but may nevertheless be some of the most important qualifiers I bring to the office. But they've also made me pretty intolerant of people who can't - or won't - perform, especially in the current, troubled business environment. It isn't that those jobs I had were dreadful, distasteful or stultifying by their own nature any more than I was inadequate, overeducated, under-experienced or way too ambitious. We just weren't the right fit for each other and that was no one's fault. (In case you are curious, I finally did get a job that I was right for. I'm CEO of an innovative internet-based services company.)

So what does all this mean for HR? In today's economy, the demand to

*Continued on page 4*

### IN THIS ISSUE

- [FINDING YOUR 'RIGHT FIT'](#) Page 1
- [UPCOMING EVENTS](#) Page 1 & 4
- [THE PRESIDENT'S CORNER](#) Page 2
- [HIRE AN INTERN, CHANGE A LIFE](#) Page 3
- [SOLUTIONS FOR BUSINESS GOALS USING ASSESMENTS](#) Page 6
- [CORPORATE RECRUITING, AS IF IT WERE YOUR BUSINESS](#) Page 8
- [CREDENTIALS COUNT](#) Page 9
- [New Members](#) Page 11
- [Philly SHRM Contacts](#) Page 12
- [Ad Rates](#) Page 12

#### WEBCAST

**Legal Updates**

Friday, 03/20/09, 12:00pm-1:00pm  
Microsoft Live Meeting

#### PROFESSIONAL DEVELOPMENT SERIES

**Recruiting, Retention and Succession Planning**  
Friday, 03/25/09, 7:30am-11:30am  
Loews Philadelphia Hotel  
1200 Market Street  
Philadelphia, PA 19107

#### PARTNER PROGRAM

**The Villanova University SHRM 12th Annual Networking Reception**  
Friday, 04/02/09, 6:00pm-9:00pm  
The Union League of Philadelphia  
140 South Broad Street  
Philadelphia, PA 19107

#### WEBCAST

**Diversity**

Friday, 04/17/09, 12:00pm-1:00pm  
Microsoft Live Meeting

#### CAREER MANAGEMENT

**Professional Designations and Affiliations: Committing to Growth and Advancement**  
Wednesday, 04/22/09,  
5:30pm-7:30pm  
Aramark Building  
1101 Market Street  
Philadelphia, PA 19107

#### SPECIAL PROGRAM

**Emerging HR Leaders Group - Bowling Event**  
Wednesday, 04/23/09,  
6:00pm-9:00pm  
North Bowl  
909 N. 2nd Street  
Philadelphia, PA 19123

*Continued on Page 4*

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



## The PRESIDENT'S CORNER



## SHRM PRESIDENT'S LETTER

My last few letters have been in service of dealing with the conditions that confronts us these days – and I mean dealing with conditions on both a business and personal front. I have not found a person who hasn't been touched at work as well as at home by the global financial crisis and the layoffs, capacity

demands, pay cuts, healthcare cost increases, budget cuts and stress that have poured down from it. Most Executives I talk to say they are just trying to keep their people focused and productive. How do they do that? Philly SHRM recently gathered together a group of Senior Human Resource Executives recently and collaborated on various ways companies are keeping employees engaged and productive during unprecedented times like these. They said that especially with cost restrictions they are having to both fight for programs that go beyond pay to reward and recognize people. They also said being in communication with more frequency and openness is making a difference on morale.

Their consensus is that their leadership is a function of communication, especially now.

When you think about it, it is not easy to be in communication about these hard issues: cutting people's pay, cutting their jobs, raising their healthcare costs, asking them to do more with less. Giving bad news is truly no fun at all and not always easy to explain. However,

these Executives spoke about the manner and frequency in which they are raising their communication, which is building trust and helping to fight speculation, gossip and uncertainty.

I see leaders doing this. People like our own Mayor Michael Nutter holding town hall meetings about budget shortfalls – allowing people to both vent their frustrations and offer ideas. This is not an easy task, but it is giving people a say and he is even incorporating feedback given by citizens! Additionally, I think of President Obama going out to some of the hardest hit communities in the nation to explain his thinking and hear their thoughts.

Have your leadership be more visible. Communication (yours out to employees and theirs into you – HR and Management) is not necessarily an easy or comfortable way but it is a meaningful way to give people a voice to express what is happening as challenging initiatives are executed. There's never too much of the right communication. Communication that informs people includes people and allows for giving and receiving. Communication that recognizes out loud impact. And even though we tapped high level Executives on their effort around communication as a tool for supporting people to refocus and be productive, this doesn't mean you have to be the Executive to utilize this tool. You continuing to operate from a commitment to be a leader and foster open communication at every level and coaching others to do the same will go a long way in turning our employees toward a productive future.

Ashley Tappan  
Chapter President 2008-2009  
Philadelphia SHRM

## Emerging HR Leaders Group

### Spare a few hours for an evening of networking, bowling and fun!

Philadelphia SHRM is forming a group of professionals, new or recent to the HR field (0-5 years of experience and senior college students) to share learning, insights and support. In these economic times it is more important than ever to meet new people and build a network for future opportunities. Join this progressive group at our first event.

#### Location:

**North Bowl**  
909 N 2nd Street  
Philadelphia, PA 19123  
<http://www.northbowlphilly.com>

Date: **Thursday, April 23, 6pm - 9pm**

Cost: **\$25** (includes food, drinks and bowling)

**SPECIAL: AT THIS EVENT ONLY PHILADELPHIA SHRM IS OFFERING ALL NON-MEMBERS 10% OFF A SHRM MEMBERSHIP IF YOU DESIGNATE PHILADELPHIA SHRM!**

Contact us at [info@phillyshrm.org](mailto:info@phillyshrm.org) to learn more or ask one of the board members at the event! Credit cards and checks are accepted.

Register at [www.phillyshrm.org](http://www.phillyshrm.org)



## HIRE AN INTERN, CHANGE A LIFE.

Submitted by the Greater Philadelphia Chamber of Commerce

Our region's young people need you now more than ever. Provide a paid internship for a Philadelphia young person this summer.

The Greater Philadelphia Chamber of Commerce and Mayor Michael Nutter are asking companies throughout the 11-county region to either offer an internship at your workplace or fund a position at a nonprofit organization.

The benefits of this program are two-fold. Interns help grow your business by boosting summer productivity and completing important short-term projects. Internships are also a long-term investment in our region's success because they give young people the tools and experience necessary to become capable future employees.

Each position costs the employer about \$1,600, which includes intern salary and program administration for the six-week program. Interns work at least 20 hours per week Monday through Thursday and attend professional development programs offsite on Fridays. The program begins July 6. Internships are open to Philadelphia students who will enter 11th grade or higher in the fall. All students are pre-screened and

interviewed by the prospective employers. Despite the troubled economy, the Chamber is encouraging the business community to match the 1,500 internships that employers provided last summer. So far, 371 positions have already been committed for 2009.

This is the third year the Chamber has called on regional companies—from large corporations to small businesses—to invest in our region's future workforce by hiring summer interns. The 1,500 positions provided last year represent nearly a 50 percent increase over 2007 when the Chamber helped to identify 1,049 positions. And this is a significant improvement over 2006, when 441 youth were placed.

The Chamber's managing partner in identifying internships is WorkReady Philadelphia, which is managed by the Philadelphia Youth Network in collaboration with dozens of public and private organizations including Philadelphia Academies, Inc. and the United Way of Southeastern PA. The corporate partner is TD Bank.

For more information or to get involved, contact 215-790-3732 or visit [greaterphilachamber.com](http://greaterphilachamber.com).

3<sup>rd</sup> Annual GlobalFit

# WORKSITE WELLNESS SUMMIT

Thursday, May 14, 2009

8:30 AM to 4:30 PM - Summit

5:00 PM to 7:00 PM - Networking Cocktail Reception

The Down Town Club  
Center City Philadelphia

This program has been approved for 5 (General) recertification credit hours toward PHR, SPHR and GPHR recertification through the HR Certification Institute.

The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit.

For more information, please visit  
[www.globalfit.com/summit/](http://www.globalfit.com/summit/)



# FINDING YOUR 'RIGHT FIT'

*Continued from page 1*

do more with less affects everything you do to bring value to your company. It can mean the difference between recognition as a valuable member of the management team and being marginalized as pure overhead. To cover the likelihood that the downturn will last minimally into 2011, you need both a short term strategy, and a long term vision that will prepare your organization to respond proactively when economic recovery changes the demand dynamics. And you'll need something else: the metrics that prove the worth of what you do.

The first challenge in a downturn is to confront this simple truth: people who were 'the right people' during good times may not be right during bad times. Resolving this conundrum is a way to add real value. Start with some quantifiable data. Has there been an increase in people problems? Are you hearing from more managers that their teams seem less motivated? Are your standard productivity measures off, your accident counts rising, your undesired terminations soaring?

Then do some qualitative research. Do your people actually behave in the workplace as expected? Are they meeting their goals? Are they doing this in a way that helps other people make their goals too? Do you see measurable effects of synergy between people, or are they cancelling out each other's efforts?

Finally, can you link their behavior to the organization's bottom line? If they are the right fit in all (or most) ways – with their boss, their team mates, the organizational culture you want – they are likely to be more globally productive and you should be able to track this in the output of the work teams, no matter how that output is measured.

Clearly, a diagnostic measure that correlates with positive team interaction would be of great value, and in fact there is one simple predictor of overall effectiveness: one that indicates that the individual is capable of rising to the occasion, dealing with the stresses of having to do more with less, accepting the ambiguity and inability to predict what the economy will do tomorrow and forging ahead nonetheless. That predictor is called coherence. It's a measure of how much internal conflict or rigidity someone has, subjectively experienced as fear or anxiety. Conversely, coherence can predict how much flexibility and



**Dr. Janice Presser is CEO of The Gabriel Institute, originator of Role-Based Assessment™ delivered through RightFitToolkit.com. She has a special gift for SHRM members so if you miss her keynote at the March meeting, call 215-825-2500 and ask for Kevin Williams or email [kwilliams@hegabrielinstitute.com](mailto:kwilliams@hegabrielinstitute.com)**

willingness there is to flow with the rest of the team. Effective, productive coherent people who team well are far more likely to produce measurable synergies, even in a less-than-optimal business environment.

Once you've identified the highly coherent people and have them in the right roles, you can look at what you need in the short term. Depending on the baseline you've just measured, you'll need to strategize, more or less, on how to attract and keep the right people, get rid of those who aren't doing what needs to be done, and re-form into more effective work teams for the short term. For the longer term, you'll want to develop not only your leadership pipeline, but a process by which you won't be caught short by sudden shifts in staff which disrupt the maintenance of the knowledge base your company requires for smooth operations. In all these areas, coherence provides a benchmark for individual and group performance.

Finally, don't forget to validate your actions against their outcomes. You'll be increasing your value to your organization as well as proving that you are the right fit!

## UPCOMING EVENTS

*Continued From Page 1*

### SPECIAL PROGRAM

**Delaware Valley HR Person of the Year Awards Dinner**

Tuesday, 05/12/09, 5:30pm-9:00pm

Radisson Valley Forge Hotel

1160 First Avenue

King of Prussia, PA 19406

### SPECIAL PROGRAM

**The GlobalFit Worksite Wellness Summit**

Thursday, 05/14/09, 8:30am-7:00pm

The Down Town Club

150 S. Independence Mall West, 11th Floor

Philadelphia, PA 19106

### WEBCAST

**Total Rewards**

Friday, 05/15/09 -12:00pm-1:00pm

Microsoft Live Meeting

### PROFESSIONAL DEVELOPMENT SERIES

**Curriculum Development, E-Learning and overall Training and Learning Initiatives**

Wednesday, 06/03/09, 7:30am-11:30am

Loews Philadelphia Hotel

1200 Market Street

Philadelphia, PA 19107

### NETWORKING EVENT

**Expanding Your Sphere: Connect. Identify. Learn**

Wednesday, 06/17/09, 5:30pm-8:00pm

Children's Hospital of Philadelphia

34th Street and Civic Center Blvd,

Abramson Research Building Lobby

Philadelphia, PA 19104

### WEBCAST

**HR Measurements and Metrics**

Friday, 06/19/09, 12:00pm-1:00pm

Microsoft Live Meeting

MARCH APRIL MAY JUNE

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



>> Fred Leh M'03

# MANAGE THE HUMAN SIDE OF BUSINESS. HOLY FAMILY UNIVERSITY.

Whether you are seeking to start a career in human resources or wish to advance your career as an HR manager, Holy Family University has options for you.

Our Master of Science in Human Resource Management prepares professionals for careers in management and human resource management.

Our accelerated Master of Business Administration offers a concentration in leadership designed for working adults seeking to advance their careers in management.

Our accelerated Bachelor of Science in business administration offers a concentration in human resource administration designed for working adults seeking to return to school to begin or complete their bachelor's degree with an emphasis in human resources.

Accelerated programs are available in Bensalem, Newtown, and South Philadelphia. The MS in Human Resource Management is available in Newtown and Northeast Philadelphia.

**Called to lead? Call and learn more about how Holy Family can prepare you for a career in HR management.**

**MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT**  
Call 267-341-3327

**ACCELERATED MASTER OF BUSINESS ADMINISTRATION**  
Call 267-341-5030

**ACCELERATED BS IN BUSINESS ADMINISTRATION** Human Resource Administration concentration  
Call 267-341-5030



[www.holyfamily.edu/info](http://www.holyfamily.edu/info)

# SOLUTIONS FOR BUSINESS GOALS USING ASSESSMENTS

Each organization has its people challenges – whether in the realm of talent management and development, candidate selection, or teambuilding – assessments can be an objective, consistent, and legally defensible way to achieve business goals if the right tools are chosen. Consider the following uses as they pertain to your particular business environment and overall goals.

To achieve the best options that give you the results you are looking for, the first step in designing an overall solution includes the selection of the appropriate tools to work within that process, and to educate and train your leadership team in the process and use of the tools. Each solution should be custom designed to fit your organization's size, goals, targeted population, and budget. There are different types of assessment tools for different objectives.

## SELECTION

### Purpose

The tools are part of an overall strategy in the way candidates are selected, with the following goals in mind:

- Hiring the best candidates to fit the job
- Reducing voluntary turnover
- Minimizing recruitment time and expense
- Guiding the interviewer to probe more thoroughly during interviews
- Raising the performance bar
- Providing a consistent, legally defensible way of screening candidates

Rather than approaching the recruitment effort as simply the need to fill positions with a warm body, seek candidates who can fulfill the roles both in job competencies and “fit” to meet the challenges of your position and environment. In this way, the performance bar can be raised to create and sustain moments of excellence for your customers and your company.

Consider the impact of attrition. Replacement costs for key positions is very high, so hiring the best candidate the first time saves you time and money.

### Results

Using the assessment tools and corresponding process gives the following results:

- Recruitment is aligned with company business goals and objectives
- Consistent process and use of assessment tools companywide
- Ability to measure innate tendencies along with basic skills
- Significant reduction in turnover among those hired using the tools
- Increased performance
- Increased likelihood of displaying the behaviors of the company's identified competencies and roles
- Legally defensible tools
- Comprehensive data for interviewers to consider during the selection process

## DEVELOPMENT

### Purpose

A company's talent is valuable, and the key to retaining employees is in identifying and developing existing talent.

- Develop a checklist for identifying top talent that coincides with the position's core competencies
- Create a process that identifies the appropriate assessment tools
- Work with the employee and his/her leader to determine the best development plan based on the results of the assessment
- Identify gaps in existing in-house development opportunities and design needed training

### Results

- Employee feels valued by company spending time to develop their skills and abilities
- Company benefits from increased competencies as a result of development plan
- Assessments identify objective development opportunities for each individual
- Development plan is aligned with annual evaluation and other performance measures identified by the company

## TEAM BUILDING

### Purpose

Some teams work efficiently, accomplishing goals that meet or exceed expectations, while others seem to miss the mark and are unable to work cohesively. Assessments can identify the way that each person on the team functions, their preferred style, and what they can bring to the mix. By understanding this, it is possible to create awareness among team members so that they are able to work more efficiently together.

- Determine roles of each team member
- Review the results of the assessment with team leader
- Convene the group to review their personal results
- Discuss ways in which the team can function more cohesively using the information from the assessment reports

### Results

- Cohesive, efficient functionality of team members
- Greater understanding of each person's value and challenges
- Increased ability of team leader to identify individual and group development opportunities

Review your situation, goals, and objectives to understand the needs of your organization, since most need to develop a customized solution utilizing the right combination of assessment tools including role-based, cognitive testing, skills testing, and personality inventories. The key is to design the right process with the right tools as an overall solution for your organization.

Submitted by:  
Diane Wing, Strategic Assessment Tool Consultant  
Powers HR Services, 230 S. Broad Street 17th Floor  
Philadelphia, PA 19102  
www.powershr.com  
215-563-5520

**Thirteenth Annual Wharton Leadership Conference  
“Leading in a Dynamic and Unpredictable World”  
June 16, 2009**

Organizations are facing unprecedented challenges from uncertainties in their markets, challenges from their competitors, and gyrations of their economies. The leadership decisions that executives must make are more difficult but also more consequential. How can executives in the private sector, public service, and non-profit world prepare themselves and their teams to lead in this uncertain environment? What are the best ways forward when leadership is on the line? And what will be needed when their enterprises increasingly work across national boundaries? The thirteenth annual Wharton Leadership Conference in Philadelphia on June 16, 2009 is focused on leading in a period of greater risks and higher stakes.

Complete information: <http://leadershipconference.wharton.upenn.edu>. The conference will be held in Huntsman Hall on the Wharton School campus, Philadelphia PA.

On-line registration: <http://leadershipconference.wharton.upenn.edu/2009/registration.html>. **SHRM members are eligible for a \$550 registration rate (full registration is \$995). To receive the discount, members must indicate “SHRM Member” in the Special Notes box of the registration form.**

**Confirmed Presenters:**

- **Peter Guber**, chairman and CEO of Mandalay Entertainment Group
- **Ellen Kullman**, CEO of DuPont
- **Fiona MacLeod**, President of BP Convenience Retail, USA & Latin America
- **Steven Pearlstein**, Pulitzer-Prize winning columnist for the *Washington Post*
- **Frank Russomanno**, CEO of Imation
- **Harbir Singh**, vice dean for Global Initiatives at the Wharton School
- **Richard Norton Smith**, author and historian and nationally recognized expert on the American presidency

**Wharton Sponsors:**

- [Center for Human Resources](#)
- [Center for Leadership and Change Management](#)
- [Aresty Institute of Executive Education](#)

**Registration:**

Conference registration is \$995.00 (early bird rate of \$775 available through March 31, 2009). **SHRM members are eligible for a discounted rate of \$550.** To receive this rate, members must indicate “SHRM” in the Special Notes box when registering online.

The URL for online registration is <http://leadershipconference.wharton.upenn.edu/2009/registration.html>, or please call 215-898-5605 for more information.

**Prizes:**

A drawing will be held at the conference for multiple copies of the latest books by our conference speakers and hosts, and for a set of 12 of the newest titles published by Wharton School Publishing. A grand prize drawing will be held at the conclusion of the conference for free attendance at a multi-day learning program offered by Wharton Executive Education.

## CORPORATE RECRUITING, As If It Was Your Business

By Marc Hutto,  
Managing Principal, ExecuQuest

So, how do you feel about the prowess, efficiency and effectiveness of your internal Corporate Recruiting function? Ask yourself how long you think it would survive if someone plucked the entire function out of your company and said, "We are spinning off your department into a stand-alone, independent recruiting function/firm and we are happy to be your first client. However, you need to prove that you can compete in the open market. By the way, we cannot offer you any initial funding". Would you keep the same people, process, technology, and overall strategy that you now have? How would this change where you spend your time?

Having began my career in sales for a staffing company and then accepting an offer in a large corporation as a recruiter (a few years before the internet existed) and then accepting new roles in leading recruiting teams and finally concluding my corporate career with a six-year journey of building an internal talent sourcing team of 55 people, I will boldly make a few observations on what has become of the internal recruiting/sourcing function and also offer a few recommendations on how to improve it. My fifteen years of corporate recruiting and most recent three years in the open market have provided me with a distinct realization that the role of the corporate recruiter has largely become burdened by compliance issues, the candidate experience, the client experience, screening out candidates (more than screening in), and "administrivia". Notice, there is little room remaining for actual recruiting. In speaking with many (formerly talented) corporate recruiters, I continually hear them state that they are forgetting how to actually recruit. Their skills have atrophied and the environment in which they are operating is perpetuating this issue.

So, let's come back to the initial question in order to find our way to liberating steps one can take to combat this reality. If you focus on the basic principles of an independent (small) business, among other requirements are focus, execution, discipline, coaching, leading by example, high rewards for high performance, and the necessity of swift and corrective actions at an individual or group level, the question becomes, "Would you describe your corporate recruiting function as having these characteristics?" If you consider the sales/business development functions within your company that are highly successful, you don't need to stretch too far to recall the fact that they are difficult to engage in non-sales related activities at a very deep level. Consider the times where Human Resources implemented a new program (performance management, training, market-based compensation systems, etc) and these high-performing sales teams will often allocate a very specific (and limited) amount of time and attention to these matters only if they see a direct correlation to bottom-line results to their business. So, what are the bottom-line desired results for a corporate recruiting function and what programs, initiatives, meetings, etc do not have a direct relationship to hires? Do you think the RPO (Recruitment Process Outsourcing) firms allow their top producers to participate in projects and programs that don't equate to production?

Considering your internal corporate recruiting function, ask yourself the following questions as though your team has just been spun off as an independent firm (supporting your current corporation and other companies):



Marc Hutto is Managing Principal of ExecuQuest, Charlotte, NC. His previous fifteen years with Wachovia Corporation in conducting and leading recruiting, research and sourcing brings an execution-focus to ExecuQuest in the delivery of research service, **Search/Research Success™** training, Performance Coaching and Consulting and Advisory Services to companies that wish to build or optimize an internal sourcing function.

1. In what activities are the recruiting professionals engaged that does not produce hires?
2. What elements of my recruiting business are contributing to Quality of candidates and client experience and what elements are in conflict with this attribute?
3. What is the Time vs. Yield view of what my team is producing (Speed)? How long does it take to produce a given result (not just the macro-level, Time-To-Fill metric which is too broad and does not provide enough informative and actionable data)?
4. What does the Quantity topic look like? How many candidates and hires can be produced by the team?
5. What is the capability of the team to produce the Diversity required by my clients?
6. What is the Cost to my company and to my clients for the value we ultimately deliver?

These are the (largely) quantifiable metrics and questions that a recipient of recruitment services would use to evaluate your services. How closely are these being measured and, critical to success, are these in alignment with your client's needs and a sound business model for your new company?

Most importantly, are the individuals leading and managing the recruiting/sourcing professionals knowledgeable of the execution of the work? Do they have the ability to manage a vacancy from "cradle to grave" and provide coaching, role-playing, and shadowing support to those individuals on the phone? This is one of the most conspicuously absent aspects of corporate recruiting leadership. Most managers/leaders in corporate recruiting do not have the experience necessary to demonstrate how the work is successfully executed. Rather, many managers "empower" their employees to do the work, uninterrupted, unless there is a "problem" and then they "manage" them. This is not a risk that a leader of an independent recruiting business will accept. The risk of wondering how effective your recruiting/sourcing professionals are when they are on the phone is high and, yet, I'm unaware of any corporate recruiting function that practices this close coaching support on a consistent basis.

Considering the corporate recruiting and talent sourcing functions to be just as important as a business in which you have invested heavily (i.e., your life savings and/or your entire career) is a clarifying and enlightening process but you must embrace it to this level in order to succeed. There are many companies in the open market that are literally building businesses due to the absence of this conviction of a corporate recruiting leader. So, will you manage corporate recruiting as if it were your business?

*~ The core competency and offerings of ExecuQuest are the ethical practice and methods associated with talent-mapping and Identification and Development of hidden, prospective candidates via the telephone and technology. Our methods are supported by companies that value their brand and integrity in the recruitment research process. ExecuQuest has consulted multiple corporations on building internal talent sourcing teams, training on recruiting and talent sourcing, as well as performance coaching on these techniques.*

# Credentials Count!

Another news story has brought to our attention the casual regard that some professionals, even successful ones, have for divulging false credentials to their prospective employers and the public. This should be disturbing to us and something that human resources professionals can help ameliorate.

The chief medical officer of a major health care system in the region is under investigation for misrepresenting several degrees, including an advanced degree. Recall that the dean of admissions (of all people) at MIT, has recently resigned after admitting that she had misrepresented on various occasions, including her first entry on the campus, to having earned three degrees from three different colleges. She has earned one. A few years ago, a former Philadelphia police officer was kept off of the Pennsylvania Gaming Control Board because he admitted to having misrepresented his academic credentials during sworn testimony at an organized crime case. He claimed to have a bachelor's degree and a master's degree. He had neither. A very popular and community-minded minister was kept from becoming pastor of a large congregation in Philadelphia, who wrote on his resume, submitted for the position, and used as background material that he had a bachelor's degree from Florida A&M University. He also claimed to have received a graduate degree from Princeton and a graduate degree from the Princeton Theological Seminary. After inquiries were made to these schools, it was learned he had not been granted degrees from these universities.

Such exposés are understandably discomfiting when the individuals who misrepresented their credentials have done good work and are held in high regard among their constituents. The CEO of this health system, according to the board, is doing just fine. The MIT dean had 23 years of, we must assume, good service to MIT. The former police officer had a commendable level of service to the Philadelphia police force and was enthusiastically supported by Gov. Ed Rendell. The young minister was well liked among members of his church and was publicly complimented for his good work with youth groups.

However, misrepresenting credentials, academic or otherwise, is more than a mere "misstep" and should be taken seriously in any profession - and certainly in the public sector.

Claiming false credentials is an affront to the institutions, agencies, boards and other accrediting agencies whose primary purpose is to validate knowledge and competencies. Claiming false credentials slights the individuals who invested the time and energy, often years of work, and subjected themselves to objective evaluations.

Graduates of our universities should carry with them the principle of academic honesty that served them well in the academy. As anyone transitions to the "real world" (or continue on) they will discover that a common code found in professional, business, and trade association ethics is that individuals agree not to misrepresent their knowledge, skills and competencies. They should claim expertise and experience only within their ken, especially when acting in an official capacity and undertaking leadership roles.

The health care and legal systems rely heavily on the credibility of competent individuals and expert witnesses and seek credentials, if only in part, to validate their expertise. Employers ask for certain qualifications for a job because they are in the best position to determine what it takes to efficiently and effectively get a job done for which they are willing to pay. Professionals should be disciplined enough to claim only the credentials and qualifications they rightfully hold - initial and continuing. To claim otherwise breaks the public's trust.

When credentialing frauds are exposed, especially when they involve likeable and formerly reliable individuals, some bring into question the need for the preferred credential in the first place. They may argue that the degrees, certifications and licenses are imperfect and soft predictors of a candidate's ability to serve. They call for higher level and "more meaningful" qualities, such as character and work ethic.

But when one claims credentials that are unearned, is it not fair to say that the individual de facto failed the character test? If an individual is willing to misrepresent something as highly valued in our society as a fully earned college degree, what other information may not be forthcoming? Does such action not call into question the individual's willingness to complete all of the work needed to get the job done? This has to be a fundamental character for the full range of jobs and careers - from the most practical to the most intellectual of pursuits.

Human resources professionals should not hesitate to validate an employee's credentials regardless of the level of the position, the track record of the individual and letters of reference or the overall likeability of the individual. Serious "missteps" are occurring surprisingly at the highest positions.

Stephen F. Gambescia is assistant dean and associate professor at Drexel University's College of Nursing and Health Professions.

## SUSAN R. MEISINGER FELLOWSHIP FOR GRADUATE STUDY IN HR

Susan R. Meisinger Fellowship for Graduate Study in HR  
Beginning now and continuing through April 1, 2009, SHRM is accepting applications for the new

Susan R. Meisinger Fellowship for graduate study in HR. The award was established by SHRM, the HR Certification Institute and the SHRM Foundation in recognition and honor of the historic contributions of former president and CEO, Susan R. Meisinger, SPHR, in advancing the human resource profession and developing its next generation of leaders.

At least one Susan R. Meisinger Fellow will receive as much as \$10,000 annually for up to two years of graduate study in HR. This award will be given to the best and the brightest—the individuals who will be the next generation of leaders for our profession. To be eligible to apply, an HR professional must meet at least one of the following criteria: 1) be a member of SHRM or

2) hold a professional certification. (e.g., PHR, SPHR or GPHR certification from the HR Certification Institute).

FAQs and Applications can be found at:  
<http://www.shrm.org/meisinger>

Awards will be announced annually in conjunction with SHRM's Annual Conference and Exposition in New Orleans, June 28-July 1, 2009.

Questions can be emailed to: [fellowship@shrm.org](mailto:fellowship@shrm.org)





## Philadelphia SHRM Professional Development Series

### Recruiting, Retention and Succession Planning Wednesday, March 25, 2009 7:30am-11:30am

Loews Philadelphia Hotel  
1200 Market Street  
Philadelphia, PA 19107

The full lifecycle staffing function has seven core process steps which includes Forecast, Source, Attract, Select, On-Board, Train and Reward and Retain. The program presented will focus on three specific stages of this process:

**Session One: How to Develop and Build an Effective Sourcing Function.**

Panelists include: Marc Hutto, Execuquest, Denny Clark, Corporate Sourcing Leadership Exchange, Nancy Ramirez-Borgia, Key Bank, and, Chris Peck, GlaxoSmithKline

**Session Two: Strategies and Programs to Retain Employee Populations.**

Panelists include: Dennis Zeleny, SVP of HR, Sunoco Inc. and Forbes magazine contributor, Jim Baker, VP of Administration and Finance, Widener University, Lorraine Webb, VP of HR, PGW, Amy Taylor O'Brien, Manager of Recruitment and Retention, Abington Memorial Hospital

**Keynote Session: Getting the Right Person in the Right Job.** Speaker: Dr. Janice Presser, Co-Founder and CEO of The Gabriel Institute

Cost: PSHRM Members: \$75; Non-Members: \$95 (Hot Buffet Breakfast Included)  
Register for this event online at [www.phillyshrm.org](http://www.phillyshrm.org)

*To attend register online at [www.phillyshrm.org](http://www.phillyshrm.org)*

**WELCOME NEW MEMBERS!**

- Sarah Abichandani, Consultant
- Debbie Allen, Xylos corporation
- Denise Andahazy, CSS Industries
- Carol Austin, Philadelphia Youth Network
- Trina Averett, Children's Hospital of Philadelphia
- Jamie Baith, Telerx
- Nida Bajwa, ARAMARK
- Susan Baranowski, Jones Apparel Group
- Leslie Belikoff, Canon Financial Services
- Melissa Biondi, NBC
- Salonia Brown, Children's Hospital of Philadelphia
- Danlyn Brown, AstraZeneca
- Carmela Bruccoleri, Siemens
- Geraldine Burnett, Rohm and Haas
- Cynthia Bush, Flagship Credit Corporation
- Katherine Canty
- Matt Cassidy, SCA Americas
- Gail Crane, The Quaker School at Horsham
- Anita Dallasta, HMP Communications
- Lori Davey, City of Philadelphia
- Rebecca Dawson, Youth Services Agency
- Lauren DiChiacchio, PointRoll, Inc.
- Vicky Duggan, Rohm and Haas Co
- Kathleen Enwright, Bergen Briller Group
- Nina Esposito, GlobalFit
- Melody Evans,
- Tanya Fiedler, Hay Group
- Samantha Fitzhugh, Children's Hospital of Philadelphia
- Jon Forrest, Transunion
- Laurie Garrett, Merck
- Ryan Gibbons, Arkema, Inc.
- Shana Gray, Thermo Fisher Scientific
- Jennifer Groves, Blank Rome, LLP
- Danielle Gualtieri, MinSec Companies, LLC
- Michelle Hall, Devereux
- Joyce Hawkins, The O'Connor Group
- Tyhisha Hayman-McBride, Department of Treasury, FMS
- Michael Hendri, DeVry University
- Denise Hinson, Catalent Pharma Solutions
- Michele Hoffman, Mrs. Ressler's Food Products
- Roy Hudec, JEVS Corporate Training Solutions
- Nicole Karczewski, Kennedy Health System
- Lewis Keel, Volt Workforce Solutions
- Daniela Kropp, Siemens Healthcare
- Colleen Kryka, QVC
- Laura LaBuda, Signal Holdings LLC
- Mary Lindsay, Fixture One
- Janet Long, Integrity Search Inc.
- Katrina Loudon, PARKWAY CORP.
- Jennifer Luling, Pacor, Inc.
- Marcia Martinez-Helfman, Zia Business Partners
- Cynthia Mazer, Rohm and Haas
- Karen McConnell, City of Philadelphia
- Joseph McCrae, PhillyCarShare
- Michelle McDevitt
- Joyce McGlynn, Health Strategies and Solutions, Inc.

## Chapter Notification Link – Announcement

Beginning 1/5/09 any certified individual may go into their online profile with the HR Certification Institute and notify their chapter of their certification by going to the “chapter notification link.”



# Philadelphia SHRM Board

President  
President Elect  
Past President  
Strategic Fellowship

Ashley Tappan  
Kelly Cornish  
Dan Gallagher  
Leah DiPaolo

**Operations**

Legal  
Finance  
Communications  
Research  
Membership  
Mentoring  
Student Chapters/Scholarships  
Public Affairs  
Sponsorship

Sam First  
Nicole McInerney  
Maryalice Doria  
David Bush  
Lori O'Connor  
Gloria Sinclair Miller  
Christine Derenick  
Barbara Murphy-Warrington  
Frank Rowe

**Programming**

Overall Lead  
Professional Development Series  
Career Development  
Webcasts  
Regional Conferences  
Senior Forum  
Association Management

Stephen Bianchi  
Roxanne Stankiewicz  
Jackie Savoy  
Mike Wiemuth  
Geoff Schwartz  
Gary Bennett  
Connie Pearson-Bernard  
Seamless Events

# ADVERTISE HERE

Business Card Ad ..... \$50

Quarter Page Ad ..... \$75

Half Page Ad ..... \$150

Full Page Ad ..... \$300

For more details  
about advertising and  
sponsorship go to

<http://www.phillyshrm.org>



Catherine Scarlett  
Executive VP, HR  
NBT Bancorp

**"With Astron, I got an exceptional performance management product and saved over 53% compared to the other HR consulting firms."**

A three year contract for 1000 users:

The Competition  
(Halogen, Success Factors)

\$57,720+

Astron Solutions:

**\$27,000**

*Call now today to learn more  
or to schedule your demo!*



**ASTRON**  
SOLUTIONS



505 8th Avenue, Suite 2200 • New York, NY 10018 • 1-800-520-3889 • info@astronsolutions.com • www.astronsolutions.com