

# PHILADELPHIA SHRM NEWS

Official Publication of the Philadelphia SHRM Chapter

March/April 2010

## Talent Retention. How Prepared is your Company for the Market Upturn?

At the end of a long economic crisis, and as the market begins its upturn, our research indicates organizations are taking a hard look at what they have done with Talent Retention during the recession and how they are planning to manage and retain their key talent for the future. Our research also indicates that, while economic optimism has been slow to manifest itself on the Corporate agenda and cutting and managing costs remains a top strategic issue, over the course of 2009 and into 2010, executives have eased off defensive strategies and are ramping up offensive retention and development measures.

Since January of 2009, Deloitte has been conducting a longitudinal survey to gauge how company Executives and Talent Management are positioning their workforces both in the deep recession and the emerging recovery. Overall, companies surveyed that do not anticipate lay-offs have a more optimistic view of the future, an easier time holding on to their high-potential employees and are investing heavily in leadership development.

- *3:1 executives believe that the worst of the economic crisis is over, rather than the worst lies ahead;*
- *Most optimistic companies have clear strategies in place to develop their leaders;*
- *A ranking of talent priorities over the next quarter focus on (31%) reducing employee headcount; (29%) training and development; (27%) retention;*
- *Surveyed executives (60%) foresee no additional layoffs and plan to increase programs for developing high potential employees; while (34%) surveyed plan more cutbacks;*

- *More than half (54%) surveyed expressed concern about competitors poaching their high-potential employees;*
- *A full (90%) of executives do not have high confidence in their leadership development programs*

We believe companies that are currently using the recession as a retention tool need to rethink their approach for 2010. As some talent managers are tempted to neglect their retention efforts in a period of high unemployment, companies that follow this course risk losing critical talent and being left behind by competitors as organizations move up the recovery curve.

Today's HR Professional may be receiving reassuring news that the market upturn is beginning, but along with this news comes fear as organizations are evaluating their current talent management programs. These programs have many purposes, but at the core they should be intended to keep your top performers in the organization

*Continued on page 4*

### IN THIS ISSUE

- **TALENT RETENTION** Page 1
- **UPCOMING EVENTS** Page 1
- **PRESIDENT'S CORNER** - Talent Management: The Basic Conversation. Page 2
- **PSHRM DEVELOPMENT SERIES** Page 3
- **BUSINESS SUCCESS IN THE 2009 ECONOMY? YES...** Page 5
- **Philly SHRM Contacts** Page 8
- **Ad Rates** Page 8

### UPCOMING EVENTS MARCH/APRIL

**Friday, 03/12/10**  
7:30am-11:30am  
**The Changing Landscape of Talent Management**  
Sheraton Philadelphia City Center  
17th & Race Streets  
Philadelphia, PA 19103

**Friday, 03/26/10**  
12:00pm-1:00pm  
**Webinar**  
**HR Legal Update: An Employee's Computer and Internal Investigations**  
GoToMeeting

**Thursday, 04/08/10**  
6:00pm-9:00pm  
**Emerging Leaders**  
**Emerging HR Leaders Bowling Event**  
North Bowl  
909 N 2nd Street  
Philadelphia, PA 19123

**Wednesday, 04/14/10**  
5:30pm-8:30pm  
**Professional Development**  
**Managing Your HR Career in Challenging Times**  
Sheraton Philadelphia City Center  
17th & Race Streets  
Philadelphia, PA 19103

**Friday, 04/16/10**  
12:00pm-1:00pm  
**Webinar**  
**Total Rewards: Future Challenges in Attracting and Retaining the Right Employees**  
GoToMeeting

**Friday, 04/23/10**  
12:00pm-1:00pm  
**Webinar**  
**Advance Your HR Career with Professional SHRM Certification**  
GoToMeeting

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

# Talent Management: The Basic Conversation

The

## PRESIDENT'S CORNER



So, just what is Talent Management? How does one define Talent Management? We hear this term more and more in the world of HR and many ask the question, "Exactly what does Talent Management mean?" With some basic research, here is what I've discovered:

The term emerged in the 1990s as many organizations really became serious about improving performance and potential of their employees. To this end, we began seeing

companies developing programs to integrate platforms of work around attracting, retaining, and developing their workforce – all to help fight in the "war for talent!"

As we shift to the present, the war for talent continues but at a

much more elevated pace. Many baby boomers are reaching retirement age within the next five years, the Millennials have entered the workforce with a style of their own, and Generation X is in the middle feeling the crunch of just trying to maintain and leverage those competitive navigation skills they've developed over the years – just a few factors challenging leadership in the workplace along with current economic conditions. Talent Management is about executing on performance management, workforce planning, recruitment, leadership development and career planning to keep your staff engaged and on point. So, now you know the basics around talent management. With this information, how will you and your organization execute to keep the best talent in house while attracting others that may be a good fit for your culture moving forward?

Kelley Cornish, MHR, CCDP  
President, Philly SHRM

## M.S. IN HUMAN RESOURCE MANAGEMENT



It's time to develop critical business and leadership skills with a Master of Science in Human Resource Management from Saint Joseph's University, the only Philadelphia-area university HR program recognized by the Society for Human Resource Management (SHRM) as fully-aligned with its HR curriculum guidelines.

### FIND OUT MORE AT AN OPEN HOUSE:

Tuesday, March 9th  
Mandeville Hall, 6:00 PM registration

[www.sju.edu/hsb/hr](http://www.sju.edu/hsb/hr)



For program details and personalized assistance, contact Tricia Rafferty at 610-660-1318 or [patricia.rafferty@sju.edu](mailto:patricia.rafferty@sju.edu).

**SJU** SAINT JOSEPH'S UNIVERSITY  
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## PHILADELPHIA SHRM PROFESSIONAL DEVELOPMENT SERIES



# THE CHANGING LANDSCAPE OF TALENT MANAGEMENT

FRIDAY, MARCH 12, 2010 • 7:30AM-11:30AM

#### Venue:

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

#### Event Details:

With an ever-changing economic, political and social landscape, new and innovative ways of thinking about talent management will be key to maintaining a competitive advantage. Join us for this strategic session and hear from local business and academic experts who are exploring new and innovative ways to drive talent management in their organizations and for their clients.

#### Talent Management Roundtables:

Join us for an interactive a collection of roundtable discussions on:

- Engagement
- Recruiting and Staffing
- Diversity
- Managing a global talent pool
- Learning and Development of Talent

#### Keynote Session:

Talent Retention -  
How to Identify, Engage and Keep Your Best Talent.

With us will be Bill Cleary, Senior Consultant and Michael Boedewig, Principal from Deloitte Consulting. These Philadelphia based practitioners are responsible to lead and guide organizations as they begin their HR Transformation journey that ultimately brings new value to the business in ways that are both tangible and measurable.

Today's HR Professional is receiving reassuring news that the market upturn is beginning but along with this news comes fear as organizations are evaluating their current talent management programs. Through this interactive session we plan to leverage the Deloitte Periodic Table of Talent to explore what leading organizations are doing as it relates to Talent Management. This session will provide insight and understanding as to where your organization sits on the maturity scale as this will clearly point to what levers can be pushed to bring your HR organization to the next level.

#### Cost:

\$75 PSHRM Members  
\$95 Non-Members



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

# Talent Retention.

## How Prepared is your Company for the Market Upturn?

Continued from page 1

while simultaneously attracting the best and the brightest talent in the market. HR professionals are challenged with establishing policies and programs that generate results for the business while remaining cost conscious.

Join us on Friday March 12, 2010 at our next Philadelphia SHRM Professional Development Series which focuses on Talent Management. Through this interactive session we plan to leverage the Deloitte Periodic Table of Talent to explore what organizations are doing as it relates to Talent Management. We expect this session to provide insight and understanding to help you in your efforts to determine where your organization sits on the maturity scale as this will clearly point to levers for you to consider pushing to bring your HR organization to the next level. With us will be Deloitte Consulting LLP Senior Consultant Bill Cleary and Principal Michael Boedewig. These Philadelphia based practitioners are responsible for providing consulting services designed to help organizations as they begin their HR Transformation journey to ultimately bring new value to the business in ways that are both tangible and measurable.



Michael Boedewig is a Principal with Deloitte Consulting LLP in the Human Capital practice. He serves as the practice's national Energy Industry leader. Michael has 14 years of consulting experience with a concentration in services involving HR strategy, HR service delivery, and multiple aspects of talent management including recruiting /retention, leadership development,

succession management, mentoring, employee engagement, performance management, mentoring, coaching and workforce analytics. He has contributed to Deloitte's Energy Industry talent management thought leadership via contributions to

whitepapers such as "Reap What You Sow", "Drilling for Talent", "Taking HR to the Next Level", and "Generation Y: a highly productive resource for oil and gas companies". Michael has a MBA from Carnegie Mellon University and a BS/BA in Accounting/Math from LaSalle University.



Bill Cleary is a Senior Consultant with Deloitte Consulting LLP in the Human Capital practices. Bill has over 9 years of consulting experience and his primary focus has been on providing services in support of complex global HR Transformation projects. Bill has extensive experience providing services designed to help companies in their efforts to improve their current Talent Management

practices typically by improving their use of technology. Bill most recently assisted an England-based manufacturing company in their efforts to define the scope of their HR Transformation initiative while defining the role technology would play in the future HR service delivery model. Bill is currently pursuing his Executive MBA from Villanova University and has a BA in Human Resources from Susquehanna University.

*The referenced survey was conducted for Deloitte by Forbes Insights. Results are from a December 2009 survey that polled 335 senior business leaders and human resource executives at large businesses in the Americas, Asia Pacific, and Europe, the Middle East and Africa.*

*As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.*

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## Emerging HR Leaders Group

Thursday, April 8, 2010  
6:00pm-9:00pm

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

Philadelphia SHRM invites you to attend an evening of development for those professionals, new and recent to the HR field (0-5 years of experience and senior college students) to share learning, insights and support. Along with the indulging in a few games of bowling and enjoying the delicious food and drinks – you will have the opportunity to meet new people and build a network for future opportunities.

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

Accessible Via Public Transportation

\$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.

To register for this event go to [www.phillyshrm.org](http://www.phillyshrm.org)



# Business success in the 2009 economy? Yes...and here's why.



By Paul Austermuehle

What drives business prosperity?  
Is it new ideas? Better ideas?  
Customer-centric ideas?

And what kind of culture works best as a springboard for new ideas? How do you sustain competitive advantage within a business climate that is both volatile and dynamic?

In a broad-based research study conducted by Bernard Hodes Group during the latter half of 2009, we heard loud and clear that companies see employee

engagement as a key driver of new market solutions.

The survey data is remarkable in that more than 30% of the organizations responding were actually improving or staying even during 2009's intense economic downturn. Somebody out there is winning.

And the Hodes research clearly shows that they are tuned in to the needs of their employees as a platform priority for marketplace success. Let's call this 30% "recession- successful".

Compared to companies that had significant loss of revenue, this flat and improving group tends to invest more heavily in employee attraction, engagement and messaging.

For 2010, more recession-successful companies indicate diversity as a top three concern (15% compared to 5%) and almost twice as many indicate sourcing new talent as a top three concern (39% to 21%). Overall, 46% of recession-successful companies indicate employee engagement as a top three concern, compared to 36% of those who suffered a downturn in revenues.

More important, recession-successful companies are far more likely to have employee motivation programs in place today – 49% vs 30% -- and are far more likely to be measuring engagement at frequent intervals – 22% vs 9%.

This is a case of the strong getting stronger. Only 19% of the recession-successful companies are even concerned about experiencing a drop-off in revenue.

The Hodes study is also instructive on how privately-held businesses are managing their way through the new competitive challenges they face. 50% of our respondents were privately held firms, while 30% were publicly traded and the remainder were either government agencies or non-profits.

For the whole group, here's what we found:

81% of these organizations are measuring engagement on a regular basis.

42% consider engagement as a top priority for the coming year.

64% have implemented or started to implement new programs to drive engagement.

Privately held firms are far more likely to use their engagement results to drive new communications programs (70% vs 46% for non-private).

No matter which definition of engagement you might favor, there's broad agreement in the business community that engaged employees are willing to go beyond their job description and use discretionary effort to help drive prosperity for the organization.

The question for all of us centers on the nature of the products or services that are driving sales today. While a small portion might be fueled by economic distress (say, credit relief services or bankruptcy advisors), we should assume that a great deal of recession-successful businesses are actually creating new, competitive ways to meet the needs of ever more cautious and frugal consumers.

Now comes this January 2010 report from Gallup that shows engagement scores climbing or holding steady in most organizations throughout last year. They sound one warning note within a generally positive report. That is, the number of employees who feel that they "know what is expected of me" is declining.

This drift in a sense of direction among employees was also indicated in the Hodes research. While our respondents were clearly focusing on engagement, many were not using the results to drive a sense of purpose or business direction. For instance:

Only 58% of respondents used engagement results to create internal messaging.

Only 10% of all respondents say that they have put communications programs in place in past six months to drive engagement.

49% say they have no plans to encourage employee blogs or other publishing venues like Wikis – despite the fact that only 8% do not use intranets.

Hodes also found that social media as a business tool is still struggling to find a foothold among many organizations. This may be tightly related to the respondent's business model or operational considerations. However, it may also reflect a segment of business leaders who feel that social networks are not effective as competitive tools or that create unacceptable risk for legal and confidentiality problems. For this group, everything is going out with the bath water.

Over the past decade, Gallup, Harris, Watson Wyatt, the Conference Board and other prominent firms have connected the dots between engagement and business prosperity.

*Continued on page 6*

Continued from page 5

## Business success in the 2009 economy? Yes...and here's why.

This new Hodes research shows a path to ever improving results. The successful organization will focus on communicating a sense of direction and purpose.

Communication is the key. Our recommendations would include:

- 1) Make your intranet site function in ways that mirror the day to day life of your employees.
  - Add formats and vehicles that foster relationships, sharing and conversation.
  - Focus messages on your customer facing brand promise, the role of each employee and bring it to life.
  - Use customer success as a narrative device to train and guide behaviors.
- 2) Leadership should continue to foster a climate of innovation
  - while also providing clear guidance on business purpose and direction.
- 3) Keep a close watch on how social networking and digital communities are changing the relationship with and among your customers, employees and community stakeholders.
  - Sooner or later, every organization will need to weave this lifestyle change into their business approach.

-The trend is toward leadership transparency as a competitive tool – not just a mandate for survival.

To obtain a copy of the Hodes Report or to learn more about the research sample and methodology, visit [www.hodes.com](http://www.hodes.com).

*Paul Austermuehle  
Senior Vice President, Branding Strategy*

Since joining HODES in 2000, Paul Austermuehle has overseen several integrated brand development projects including branding efforts for UnitedHealth Group, Lenovo, Discover Financial, Progressive Insurance, Motorola, Astra Zeneca, Cracker Barrel, Eli Lilly and WellPoint. Throughout his career, Paul has been involved in recruitment branding initiatives for Walt Disney World, United Airlines, CIGNA, Abbott Laboratories, J&J, and TGI Friday's. Paul began his career in recruitment advertising in 1975 at Bentley, Barnes & Lynn, Inc. After 20 years of progressive experience, Paul was part of the management transition team when BB&L was acquired by TMP Worldwide. At TMPW, Paul served in several capacities including Director of PR & Diversity Services, National Accounts Director and PR Manager for Monster.com. He was the first VP of Marketing for the Employment Management Association and has served as a Director on the Boards of EMA and EMA Foundation.

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## NEW AND EXCITING OPPORTUNITIES AT THE 2010 HR PERSON OF THE YEAR AWARDS!

Thursday, May 13, 2010 • 5:30 p.m. - 9:00 p.m.  
New location: Hyatt Regency at Penn's Landing

Since 2001, The Delaware Valley HR Person of the Year Award has been recognizing those in the HR profession who exemplify outstanding achievement. The 10th anniversary awards dinner and program promises to stay true to tradition with new and exciting features! Please join us.

Register online now to receive the Early Bird Special discount rate at:  
[www.HRPersonAward.org](http://www.HRPersonAward.org). Early Bird Special ends April 2nd!



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>> Fred Leh M'03

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# PSHRM MEMBERSHIP DRIVE

## 2010 by 2010

Our membership drive is gearing up for the New Year.

And our goal is to increase membership to 2010 by the end of 2010.

If you are a National SHRM member its FREE and EASY!

Complete the [Online Designation Form](#) completely and within one week after joining, you will begin receiving chapter emails.

Refer a friend or colleague and win prizes!

Make sure your friends and colleagues are designated to PSHRM.

